

Pullen Memorial Baptist Church Strategic Plan Goals and Objectives

Note: Possible strategies listed in this document are not exhaustive and are intended merely to give examples. Actual strategies will be the work of councils and committees, working collaboratively with their assigned staff members.
Color codes: 2024; 2025; 2026; 2027

GOAL 1

Pullen will develop a proactive approach to the way it communicates its distinct identity and witness both internally and externally.

- A. By Q4 2024, we will complete an assessment of our internal and external communications and then create a plan to increase our engagement with key constituencies by at least 25%.
- B. We will identify a target audience for social media and other advertisements by Q2 2025.
- C. We will boldly and authentically reject exclusive and limiting concepts of religion and model exciting new ideas and practices by Q1 2025.
- D. By Q3 2025, we will have a cutting edge presence in social media platforms that are current to our target population but not neglect members who still depend on traditional and print media.
- E. Beginning in 2024, in Q3 of each year, the Education Council will develop a plan for engaging in conversation that allows people to consider the interaction of faith and pressing issues in our world.

GOAL 2

Pullen will position itself to thrive over the next 5 years by developing a secure financial foundation, an efficient organizational operation, and fully empowered lay leadership.

- A. In 2024, we will appoint a special committee on infrastructure to review our organizational structure, our approach to generosity in giving, and bring recommendations to the church no later than Q3 2024.
Possible Strategy: The generosity in giving design must be completed, adopted, and launched no later than September 15 of 2024.
Possible Strategy: Nominating Committee and Coordinating Council will provide recommendations on a streamlined organizational structure.
- B. In Q1 of 2024, we will create a special committee to plan a capital campaign by researching and designing a major effort to begin no later than Q1 of 2025 to raise sufficient capital gifts to eliminate Pullen's debt,

address major building needs and major repairs, and create an unrestricted endowed reserve.

Possible Strategy: ID long-term expenses in a 10 year time frame.

Possible Strategy: Complete acoustics and accessibility assessment.

C. In Q1 of 2024, we will resume Leadership Day to promote lay leadership and include training for all councils and committees.

D. Beginning in 2024, with the launch of the church educational calendar, multiple educational programs (especially Pullen 101) will include “generosity in giving” education.

GOAL 3

Pullenites will explore the interdependence of the pastoral and the prophetic by nurturing strong spiritual roots and sound biblical grounding, strengthening their care for one another, all while engaging in their prophetic witness in the world.

A. We will conduct a personal and church-wide “listening” and assessment on spiritual health by the end of 2025.

Possible strategy: The Congregational Care Council will ensure that annually every Pullen member is called or visited by another Pullenite to “check-in” (no emails!).

B. Beginning Q2 2024, Clergy staff will have posted office hours for pastoral care.

Possible Strategy: Advertising these office hours will remind people that our roles consist of more than church management and that pastoral care is not an imposition.

C. Beginning in 2025, Pullenites will be encouraged to be involved with one of the non-profits that the church has chosen to support through the strategic plan.

Possible Strategy: Missions and Outreach will lead the church in identifying the partner non-profits.

D. The church will launch an ongoing effort to address member burn-out and helper fatigue by Q2 of 2026.

Possible Strategy: Pullen will develop a system of congregational engagement that includes regular information sessions and training, and creates a clear path to church leadership to increase volunteerism.

GOAL 4

Pullen will be a leading community-oriented church in the Triangle through the use of its property, its programs, and its mission support.

A. Clarify and expand building use philosophy by Q4 of 2024.

B. Initiate, by Q1 2025, a dialogue and conduct a gap-analysis with community groups about their needs by Q1 2026.

- C. Increase building use by at least 10% with a target of an annual 85% space usage (combination of paid and unpaid) by Q2 2026.
- D. Identify missionally aligned community groups that might be looking to share space, and have them make a more significant investment for greater access to the building by year-end 2026.
- E. Research models for sharing space that are a bit more covenantal than a lease by Q3 2024.
- F. Initiate quarterly outreach events for public engagement by fall of 2025 and annually thereafter.
- G. No later than Q3 of 2027, we will develop an innovative engagement with the NC State campus that involves both students and faculty.

GOAL 5

Pullen will be recognized as a “Justice-Love” leader in North Carolina by crossing boundaries of difference, standing in solidarity with the marginalized, and charting a new interfaith vision for religious life.

- A. We will create a “rapid response” leadership mission group in collaboration/coalition with community partners to mobilize Pullenites to respond to urgent issues by Q4 2025.
- B. In Q3 2024, we will launch efforts to optimize congregational participation in social justice issues.
 - Possible Strategy: Create a social justice calendar on the website to optimize congregational participation in social action and increase community visibility by Q2 2024.*
 - Tactic: Ensure calendar includes both internal and external events.*
- C. In 2026, Pullen will create and fund a series of initiatives that positions the church as a regional leader in anti-racism efforts.
 - Possible Strategy: Create and fund an annual lecture series that brings leading African American scholars, preachers, artists, and activists to Pullen to deliver lectures and lead workshops.*
- D. In 2027, Pullen will begin a series of initiatives to explore new frontiers in “dual belonging” with other faiths.
 - Possible Strategy: In 2026, Pullen will bring together leaders from at least 5 different Raleigh faith groups for a 2-day interfaith summit to explore ways in which we can work together to overcome hate and build a vibrant faith community in Raleigh.*
 - Possible Strategy: In Q1& Q2 2026, Pullen will offer a Sunday group series on the 5 major faiths.*