



# THE NATIONAL PRESBYTERIAN CHURCH **Strategic Plan**

**2007-2017**





The Session of the National Presbyterian Church (NPC) has launched its ten-year strategic plan, the product of months of prayer and dialogue between the leadership of NPC and the Strategic Planning Committee. By building on the Mission Statement that defines the identity and purpose of NPC, and with careful prayer and reflection, we have defined a statement of NPC's Unique Identity, the Vision for the church for the next ten years, and the Values that we hold most dear. From the Mission, Identity, Vision and Values, we identified four Strategic Themes that drive four specific, yet interrelated, long-term strategic results for NPC. These Themes are:

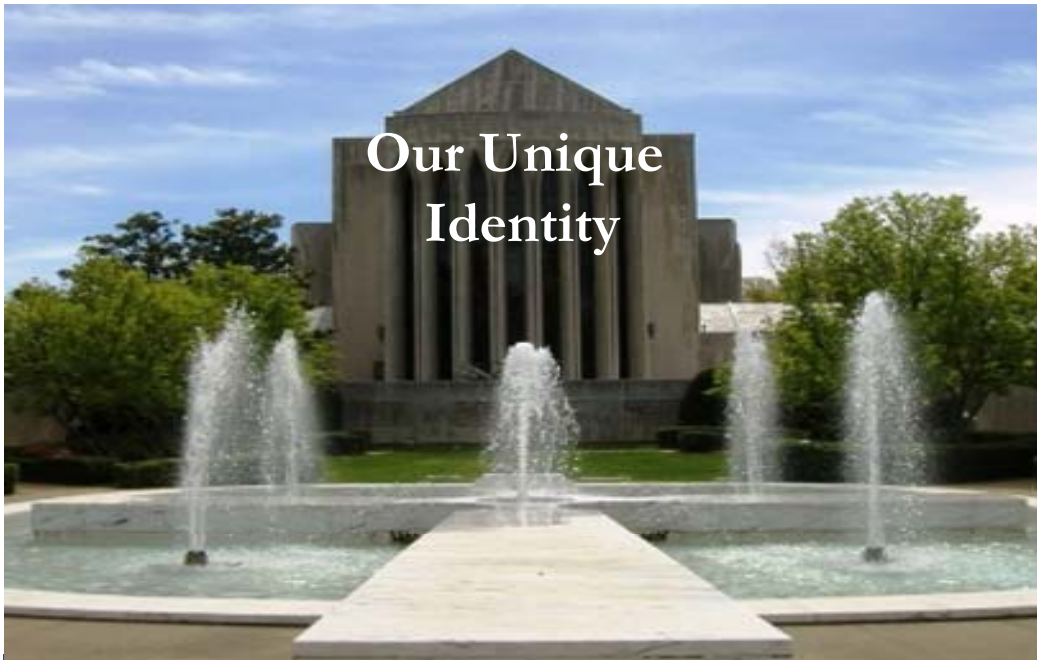
- Cultivate and Grow Committed Disciples of Jesus;
- Prepare Healthy Leaders in Christ;
- Engage Younger Generations; and
- Build a Healing and Reconciling Church.

We believe that we can best fulfill God's will for NPC by using these four broad Strategic Themes as guideposts for all programs and missions. Within each Theme, we will pursue specific objectives that we believe will achieve a defined result. Each Strategic Objective is part of a logical process of a particular strategic result. By building our capacities to address the issues we have identified and by budgeting in a strategic manner, we will be able to undertake specific actions and processes that will ultimately achieve the strategic results we set.

The Strategic Plan is a plan for improvement, not a summary of operations. Our church offers several excellent programs and performs many missions well through the current Session "Pillar" structural organization of Worship, Nurture, Care, and Outreach and also through programs and activities of the Deacon and Trustee Boards. Each Pillar will develop specific Strategic Initiatives to improve our capacities and activities according to the Plan. Importantly, all Themes transcend all Pillars. All Boards are expected to help actualize each of the Themes and to consider the Strategic Themes and Results in the course of their planning and work. The operating budget going forward will reflect the Strategic Themes.

Over time we will develop key feedback measures that will allow us to evaluate our progress in reaching our goals. Only by knowing and defining what we value can we be sure we are moving in the right directions. A spirit of accountability is both Biblical and reasonable for a church. As we assess our progress over the years, we will refine and modify parts of the Strategic Plan as necessary, including Initiatives, Objectives, and perhaps even the results that we desire. The Strategic Plan is not an inflexible constitution, but a guide for our collective journey toward becoming a true ministry of grace, passionate about Christ's mission in the world.

# National Presbyterian Church Strategic Planning Framework



## Our Unique Identity

The National Presbyterian Church is a Christ-centered and Spirit-led community of believers engaged in worship, mission, discipleship and fellowship in the Reformed tradition. We celebrate the gifts of our Presbyterian heritage, traditions and church history, which are reflected in our worship and theology.

Members and adherents seek to grow in their faith and strengthen their relationship with Jesus Christ. NPC is a warm and welcoming church that draws people who find themselves in the Washington DC area. NPC is a gracious place where people grow together in Christ. We are committed to excellence in everything we do, knowing that God is worthy of our very best. In a spirit of truth and grace, we seek to serve others with love, patience, understanding, and follow Christ's example.

*1 Peter: 8-11: "Above all, love each other deeply, because love covers a multitude of sins. Offer hospitality to one another without grumbling. Each one should use whatever gift he has received to serve others, faithfully administering God's grace in its various forms. If anyone speaks, he should do it as one speaking the very words of God. If anyone serves, he should do it with the strength God provides, so that in all things God may be praised through Jesus Christ."*

***Spiritual Foundation: Jesus Christ as Revealed in the Scriptures***

# MISSION, VISION, VALUES, & STRATEGIC THEMES

**W**e believe that we will best realize NPC's potential to fulfill God's will on earth by clearly defining our fundamental Mission, envisioning what God wants us to become, and defining those values essential to God's plan for us. By doing so, we can then engage in activities designed to achieve specific Objectives that will lead to the results we have defined as critical to our Mission.

## Our Mission

Our Mission is at the foundation of what we are. It does not change. It reflects God's highest calling for the church. *NPC's Mission is that we are called to a ministry of grace, passionate about Christ's mission in the world.*

## Our Vision

Our Vision is what we aspire to be. It reflects our belief of what God wants us to become. *NPC's Vision is to become a vibrant church community that builds followers of Christ and disciples others locally and globally.*

## Our Values

Our Values reflect that which is most important to us and that which we believe to be most essential to fulfilling our Vision of God's plan for the church.

*NPC's Values are:*

- Worship
- Discipleship
- Mission and Evangelism
- Care and Service
- Leadership
- Stewardship

Each Value is an essential part of our identity and purpose as a church. Every strategy we adopt, everything we do, should be true to the Values that we hold most dear as a congregation.

## OUR VALUES...

### We Value: Worship

Our lives as followers of Jesus Christ flow from worship, where our identity as believers is confirmed and we are commissioned to discipleship in personal response to God. In worship, we hear God's Word and respond to God's grace in prayer, and commitment to service through the sharing of our gifts of all types. Through worship and ministry, we seek to speak clearly the Good News of the Gospel to people within our congregation and the wider culture—locally, nationally and globally. Our worship is rooted in the historic traditions of the Reformed faith and obedient to the word of God. We value an order and form of communal worship in which quality preaching, sacraments and music are interwoven. Our worship services respect and celebrate our church's heritage, yet remain open to the creativity of the Holy Spirit and the newness of God's future.

*1 Cor. 14:26: What should be done then my friends? When you come together, each one has a hymn, a lesson, a revelation, a tongue, or an interpretation. Let all things be done for building up.*

*Phil 2: 9-11: Therefore God also highly exalted him and gave him the name that is above every name, so that at the name of Jesus, every knee should bend, in heaven and on earth and under the earth, and every tongue should confess that Jesus Christ is Lord, to the glory of God the Father.*

## **Strategic Themes and Results**

From the Mission, Vision, and Values flow the strategic direction the church should take in order to achieve our Vision of what we should be by 2017. These are embodied in the four Strategic Themes and results identified over the course of the planning process. They are:

### ***Theme: Cultivate and Grow Committed Disciples of Jesus***

*Strategic Result:* All members and attendees are personally engaged in discipleship and actively participate in ministry, mission, and stewardship of time, talent, and finances.

### ***Theme: Prepare Healthy Leaders in Christ***

*Strategic Result:* NPC grows, supports, and equips leaders to discern and fulfill their unique callings within the church, the denomination, the local community, the nation, and the world as faithful disciples of Jesus Christ. An increased number of congregants serve as leaders faithful to Christ within and beyond NPC.

### ***Theme: Engage Younger Generations***

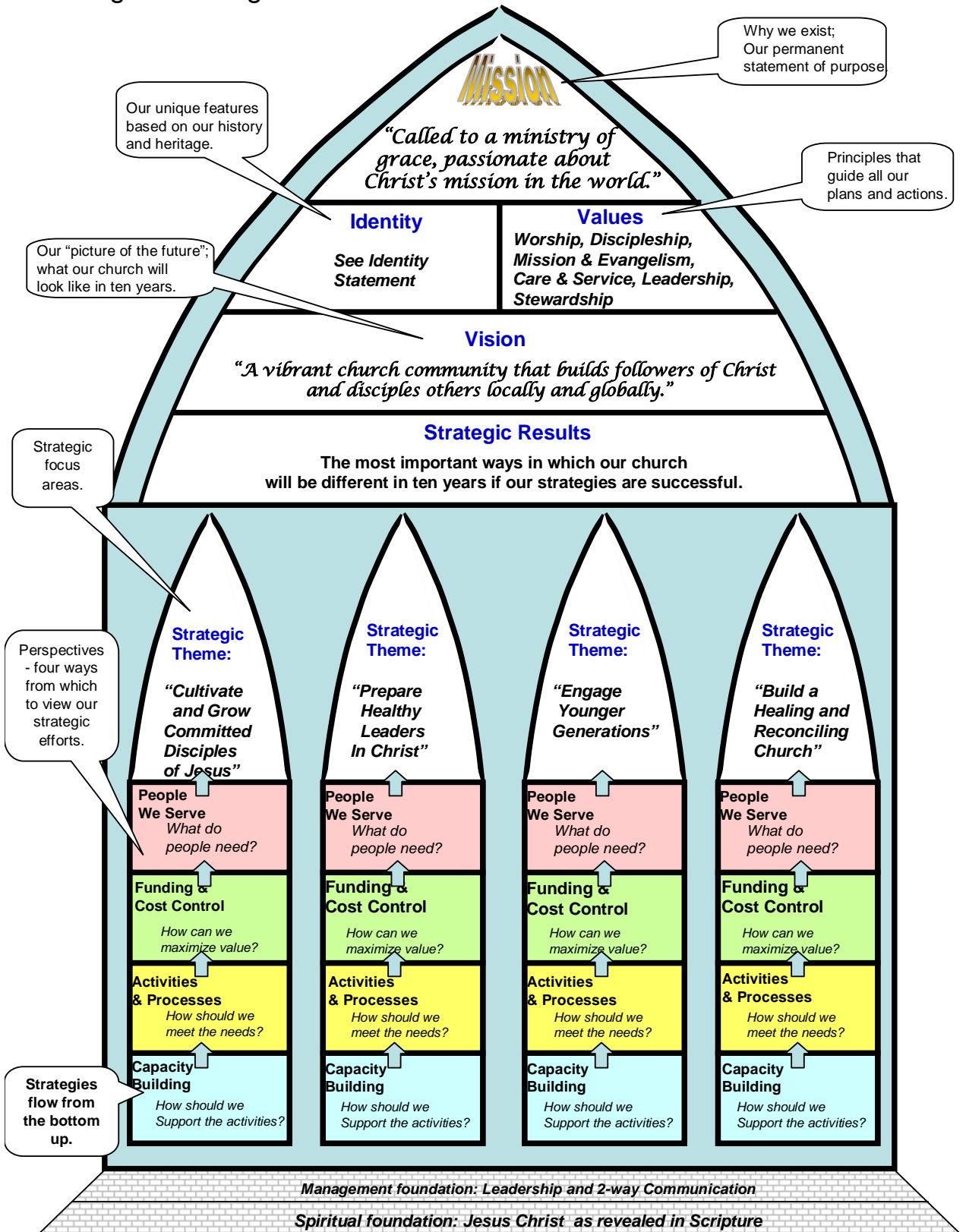
*Strategic Result:* NPC is a truly multi-generational church and a more vibrant Christian community of this city and this nation that will lead NPC well into the twenty-first century.

### ***Theme: Build a Healing and Reconciling Church***

*Strategic Result:* NPC is a place where people bring their spiritual and emotional brokenness so that through reconciling grace they may be restored and then help others. Our church is a leader in reconciliation among ourselves, our families and the NPC community, groups in our city, the denomination, and the wider world.

We have identified specific Strategic Objectives that, when achieved, we believe will enable NPC to achieve each strategic result identified. The following pages describe the Objectives that will guide programs, mission, and budgeting in the years to come.

# National Presbyterian Church Strategic Planning Framework



## ***Cultivate And Grow Committed Disciples Of Jesus***

In the Great Commission Jesus calls us to “go and make Disciples of all nations” (Matt. 28:18-20). We will use worship and nurture to develop committed followers of Jesus Christ who are passionate about His mission in the world.

We believe that God calls NPC to be a church where all members and attendees are personally engaged in discipleship and participate actively and faithfully in ministry within NPC and mission outside the doors of the church.

Discipleship means equipping people with the knowledge and disciplines needed to follow Jesus in their walk of life. This means learning what Jesus taught and applying it to one’s life. It means following Jesus into service for the church and to others outside the church. Mission begins where we are—with our friends, family, neighborhood, and workplace. It means reaching out to our city to identify the needs that are not being addressed by other churches or organizations. Mission also means reaching out to other nations. We commit to consider and respond to the pressing needs in the world today. We partner with indigenous churches and leading global organizations to work for meaningful and lasting change.

To accomplish this, we will grow discipleship opportunities because personal devotion, service, worship and study are all necessary to the growth of Christ’s Disciples. We will also increase our skills at leading others to be followers of Jesus. Mature, committed disciples lead others to Christ along the path of discipleship and into leadership. We will also provide more opportunities to serve in ministry and mission and develop closer ties with the National Presbyterian School and the National Center for Leadership. We will communicate these opportunities better, so everyone can participate in Christ’s mission in our community and the world and be in service at NPC.

NPC should establish a framework for life-long personal spiritual development and growth throughout our Christian journeys. This framework requires a greater commitment to study of the Bible and to prayer. We must better identify and develop the God-given gifts and talents of our members to enable them to use these gifts and respond with an increase in active and joyful service in Christ’s ministry and mission. Part of this service is considering one’s stewardship of time, talent and finances.

As a result of these Initiatives, we expect an increasing number of members will know and more deeply love Jesus and actively serve Him. We will then seek to reach out to and lead others to a deeper relationship with Him as part of our fellowship. We believe that engaged and faithful disciples of Jesus respond generously with their time and talents as well as their financial gifts that support the work of the church.

Everyone who calls NPC their church home will be fully committed to following Jesus Christ, actively involved in both personal spiritual development and mission.

### **We Value: Discipleship**

We seek to follow Jesus Christ. We endeavor to practice spiritual disciplines and to disciple and lead others within and outside our fellowship to do the same. We emphasize equipping disciples through education and example. We value communal prayer as our conversation with God: to listen, offer praise, confess sin, seek forgiveness, ask for blessings, and express gratitude.

*Matthew 28:18-20a: Then Jesus came to them and said "All authority in heaven and on earth has been give to me. Therefore go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Sprit, and teaching them to obey everything I have commanded you."*

*1Thessalonians 5:17-18: Pray continually, give thanks in all circumstances, for this is God's will for you in Jesus Christ.*

*Matthew 28:18-20: "Then Jesus came to them and said, "All authority in heaven and on earth has been given to me. Therefore go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, and teaching them to obey everything I have commanded you. And surely I am with you always, to the very end of the age."*

*2 Peter 3:18: "But grow in the grace and knowledge of our Lord and Savior Jesus Christ. To him be glory both now and forever! Amen."*

A **Strategy Map** showing the relationships between the Strategic Objectives within each Theme appears following the narrative description of the Strategic Objectives for that Theme. All four Themes are of equal importance; each leads to a specific strategic result (top) that is part and parcel of what we believe God calls NPC to be.

Each oval within each Theme describes a Strategic Objective for improvement in one of four Perspectives:

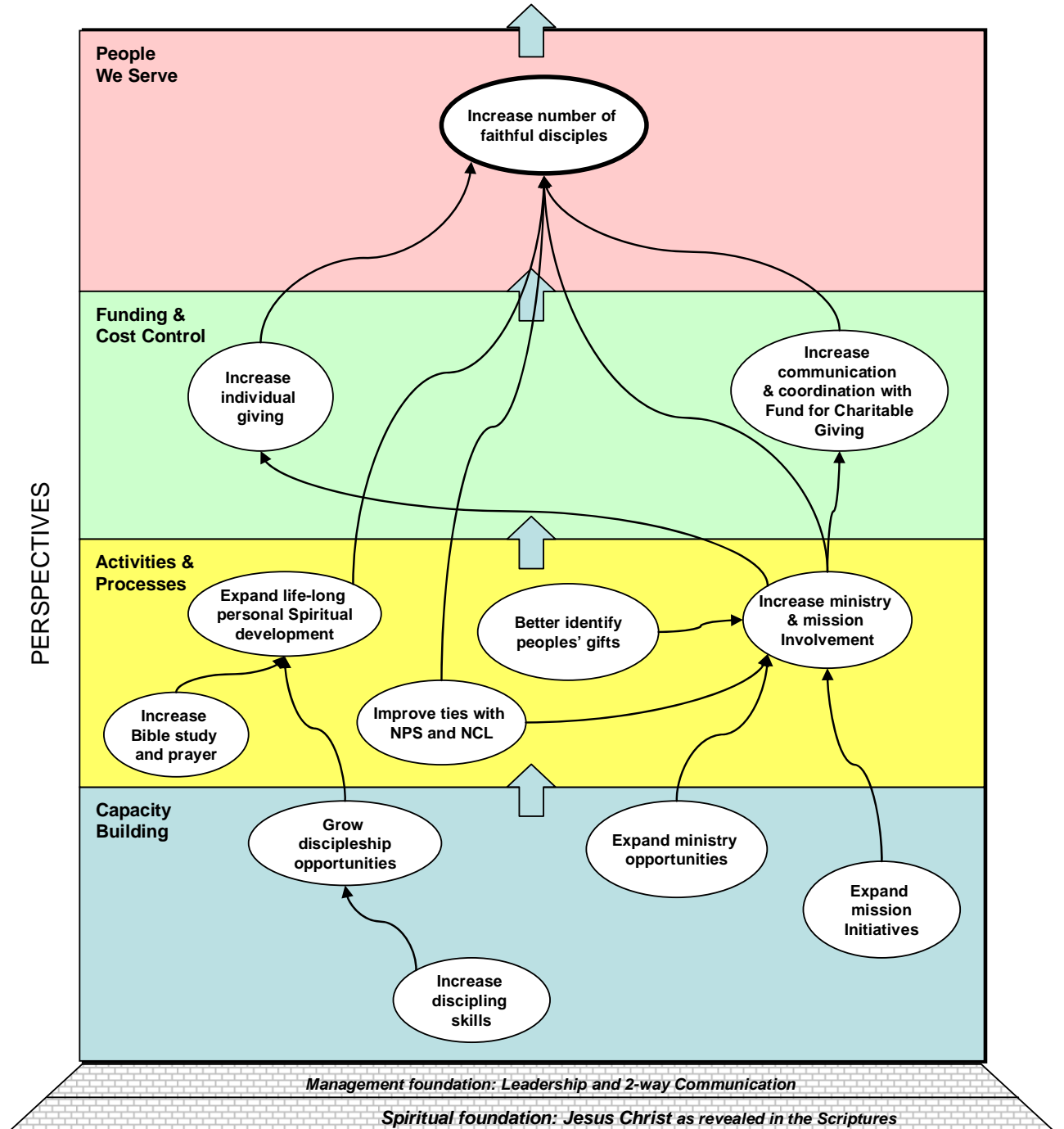
1. Capacity Building - Improving NPC's capacities, i.e., human capabilities and infrastructure needed to support Objectives in the other Perspectives;
2. Activities & Processes - Improving activities and processes to meet the needs of the people served;
3. Funding and Cost Control - Improving funding and cost control to maximize the value of resources invested to meet the needs of the people served;
4. People we Serve - Improving how we serve the needs of the people who come to NPC or are otherwise served by NPC ministries and missions.

Each Objective from each Perspective spawns other Objectives in other Perspectives. This relationship is illustrated by the connections drawn between Objectives. For example, we may improve our capacity for knowledge or communication in an area so that we may undertake certain activities effectively, and by doing this with the help of certain types of funding, we might better serve people and achieve the results we desire. As the maps demonstrate, a Strategic Objective may have more than one preceding or resulting Objective, reinforcing the interdependent relationships between all of the Objectives. Indeed, several Objectives in the four Themes are very similar to each other, reinforcing the truth that each Strategic Theme is integral to God's whole plan for the church.

# National Presbyterian Church Strategic Planning Framework

**Strategic Theme:**  
**“Cultivate and Grow Committed Disciples of Jesus”**

**Strategic Result:** All members and attendees are personally engaged in Discipleship and actively participate in ministry, mission and stewardship of time, talent and finances.



## ***Prepare Healthy Leaders In Christ***

We believe that God calls NPC to become increasingly effective in growing, supporting and equipping leaders to fulfill their unique callings as faithful disciples of Jesus Christ. We develop and serve as leaders in many different places in God's kingdom at different times in life according to unique gifts. Responding to this calling, NPC will seek to increase significantly the number of congregants who are equipped spiritually, emotionally, and practically to serve as leaders faithful to Christ within and beyond the church.

Leaders are disciples who use their gifts to bring others to Christ, and lead others in ministry and mission. Healthy leaders in Christ are committed to personal spiritual growth, graciousness and humility in service, faithful stewardship of time, talents and money, accountability and open communication, which includes the asking for, receiving, and acting on constructive feedback, and providing constructive feedback to others. In all leadership roles and circumstances, the primary goal is for the leader and those served or led to honor and grow closer to Jesus Christ in word and deed.

To cultivate, develop, and support emotionally healthy, relationally skilled leaders NPC will increase training, mentoring, and lifting up in prayer leaders in our congregation and the wider church community. The training will provide for the Biblical teaching and spiritual equipping of disciples as leaders, the improvement of leaders' relational and interpersonal skills, increasing their practical leadership skills, and their knowledge and appreciation of NPC's history and legacy.

We will increase spiritual and emotional support for and affirmation of leaders through increased mentoring, the expansion of supporting prayer ministries, and increased teaching and training to help leaders understand their emotional blockages and blind spots and provide, as well as receive, constructive feedback.

We will strengthen the accountability of individual leaders and leadership groups by improving leadership

## **We Value: Leadership**

Our lives present many opportunities to lead and be led to Christian discipleship. We develop and serve as leaders in many different places in God's kingdom at different times in life according to unique gifts. We are committed to exemplify biblically-based, servant leadership in the church and in the world. We encourage, nurture and raise up leaders in our congregation, community and wider church. We value good management, clear and open communication, and accountability in leadership.

*Luke 22:26: rather the greatest among you must become like the youngest, and the leader like one who serves.*

*1 Peter 5:1 & 4: I exhort the elders among you to tend the flock of God that is in your charge, exercising the oversight, not under compulsion but willingly, as God would have you do it...In the same way you who are younger must accept the authority of the elders.*

communication skills, practices, and processes. We will expand the use of information, communication, and related technologies throughout the church to support the preparation, continued development, activities, and accountability of NPC servant leaders. Complementing our calling to engage younger generations more fully in the life of NPC, we will improve NPC's outreach, support, and encouragement to younger generations of leaders working in the Washington, DC area.

In addition, we will seek to grow the number of congregants who participate in leadership roles within and beyond the church by increasing their awareness of and engagement in the ministries and missions of the church through improved collection and use of ministry information, improving our processes for identifying, recruiting, and placing leaders in the church, and increasing leadership opportunities within the church.

By taking these actions we believe we will increase the number of healthy leaders in Christ at NPC, supporting their continued spiritual growth, increasing their knowledge and skills as leader disciples, improving their accountability to each other and those they serve, and deepening their appreciation for NPC's history and unique legacy.

*1 Timothy 3:1-2a, 13: "It is a true saying that if someone wants to be a church leader they have a good ambition. For a leader must be a good person whose life cannot be spoken against...Those who do well as leaders will be well rewarded both by respect from others and also by developing their own confidence and bold trust in the Lord."*

*Luke 22:26: "...rather the greatest among you must become like the youngest, and the leader like one who serves."*

## **We Value: Mission and Evangelism**

In obedience to Christ's commandment to love Him and neighbor alike, we seek to follow Him where we are called. Motivated by God's grace, we value personal involvement in face-to-face missions. We see mission and evangelism opportunities close by and far away. We reach others through everyday relationships as well as in cross-cultural experiences, prayer, active service, and the sharing of our resources.

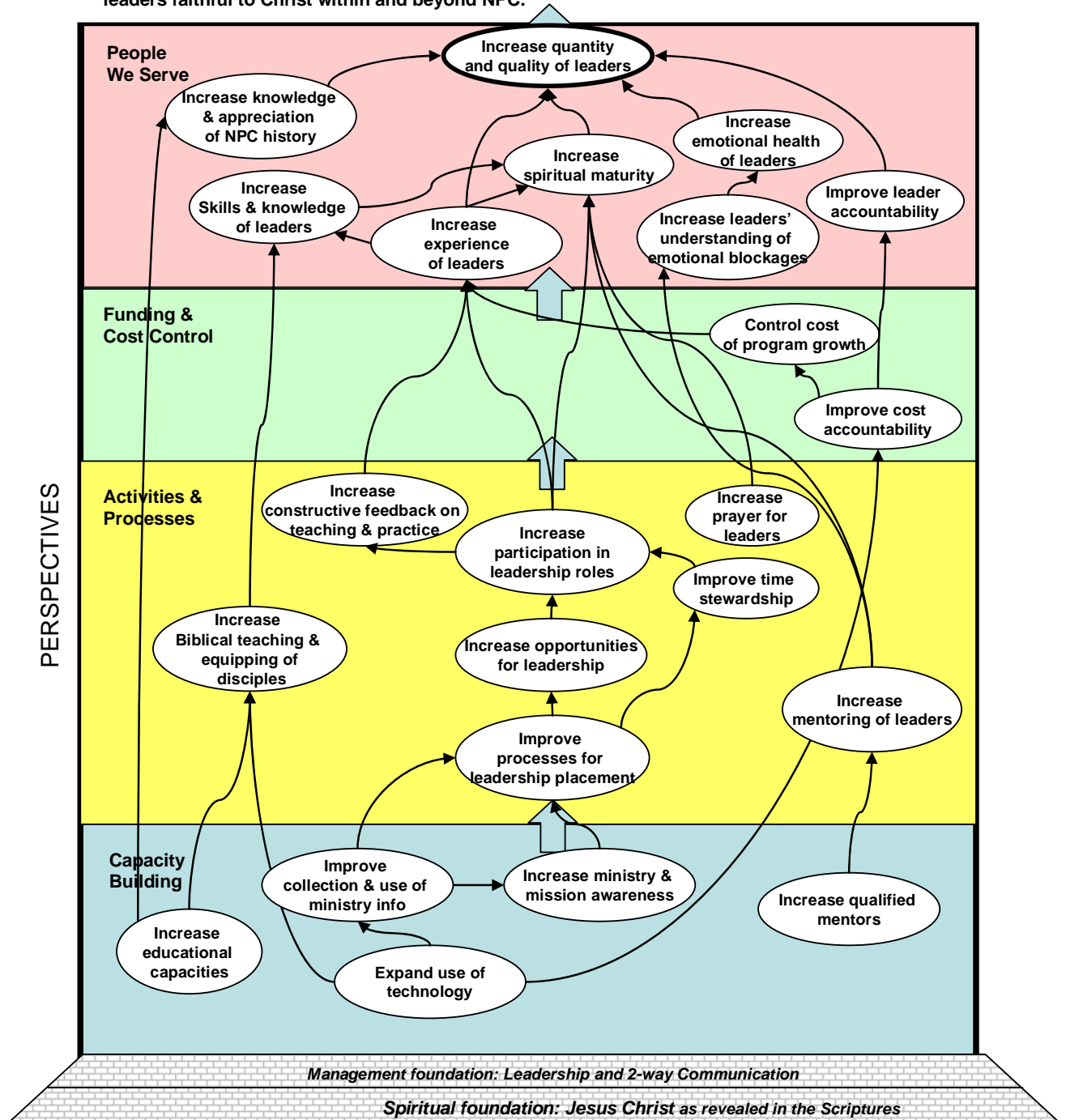
*Matthew 28:19-20: Go therefore and make disciples of all nations, baptizing them in the name of the Father, and of the Son and of the Holy Spirit, and teaching them to obey everything that I have commanded you.*

*James 2:17: So faith by itself, if it has no works, is dead.*

# National Presbyterian Church Strategic Planning Framework

## Strategic Theme: “Prepare Healthy Leaders in Christ”

**Strategic Result:** NPC is effective in growing, supporting and equipping leaders to fulfill their unique callings within the church, the denomination, the local community, the nation, and the world, as faithful disciples of Jesus Christ. There is an increased number of congregants prepared to serve as leaders faithful to Christ within and beyond NPC.



## ***Engage Younger Generations***

We believe that God calls NPC to be a truly multi-generational church and a more vibrant Christian community of this city and this nation, so that its congregation and leadership will continue strong leadership well into the twenty-first century. The future of the church depends on the participation of the next generation. NPC *today* lacks significant attendance by those who will comprise the next generation of church leaders, particularly those between the ages of 18 and 35. The church should better engage younger generations so that the church may become a community belonging to and welcoming of *all* generations.

Each generation has its own unique style, attitude, and characteristics. We honor all generations. NPC's challenge is to make the timeless message of the Gospel resonate with the next generation of Christians. Current ministries and methods may serve certain generations extremely well, but new approaches and styles may be needed to fully engage younger generations.

This requires careful consideration both of *how* and *what* we communicate. Today's generation of young people have grown up in a digital age and rely on the Internet, digital audio and video files (*e.g.*, MP3 players), and similar technologies for communication. NPC should embrace these technologies as a means for engaging young people with the Gospel. We will increase our understanding of *how* to communicate by improving our use of existing NPC staff, making efficient use of our space, supplies, and logistical support, and keeping our computer and network equipment and content up to date through upgrades, acquisition, and better use of new media and technologies. We will increase our understanding of *what* to communicate to younger generations by better understanding their unique needs, styles, and priorities. To this end, we will enhance our relationships with youth-oriented missions in the DC area (*e.g.*, campus Christian groups) and expand relationships with youth leadership organizations outside the church. By increasing our knowledge and use of communications media and through a better understanding of younger generations' needs and priorities, we will improve our ability to communicate with young adults and can engage in activities that will build the multi-generational church God has called us to build.

We will improve the early engagement of new members in leadership and service, expand mission and ministry opportunities by improving our scheduling and approval processes and

## **We Value: Stewardship**

As Christians, we understand that nothing that we have is really ours. It all belongs to God, who has entrusted it to our responsible care. God acts on our behalf in creating, redeeming and providing for all our needs and delights. In gratitude we respond to God's grace by making proper use of the gifts God has given for the sake of God's world. This is stewardship. Our good stewardship includes full utilization of our leadership skills and our discipleship abilities throughout our lives. Stewardship must be the guiding principle in our decision-making in all aspects of our lives: in the use of our many gifts of time, talent and treasure; in the setting of our priorities; in protecting and supporting assets and resources; and in the conduct of our lives on a daily basis. We recognize that financial stewardship is but one element of the stewardship of our earthly lives. We offer thanks to God for our very lives. As good stewards of all that God has given us, with immense gratitude we surrender our lives to the presence and power of Almighty God.

Psalm 24:1: *The earth is the Lord's and all that is in it.*

increasing opportunities for mentoring across generations, and expand advertising for the church throughout the community. We will also seek to improve the appeal of the worship service to younger people.

By taking these actions, we believe that we will make NPC a community that attracts young people. We will increase young adult attendance, increase their participation in mission and ministry outside the worship setting, increase their participation in the leadership of the church, and expand their opportunities for social interaction in a Christian setting among themselves and between generations. Ultimately, the church will see more attendees and members of the younger generation engaged in all church activities, and will realize the desired result of becoming a truly multi-generational church which, as a vibrant Christian community in this city and nation, will lead its members well into the twenty-first century.

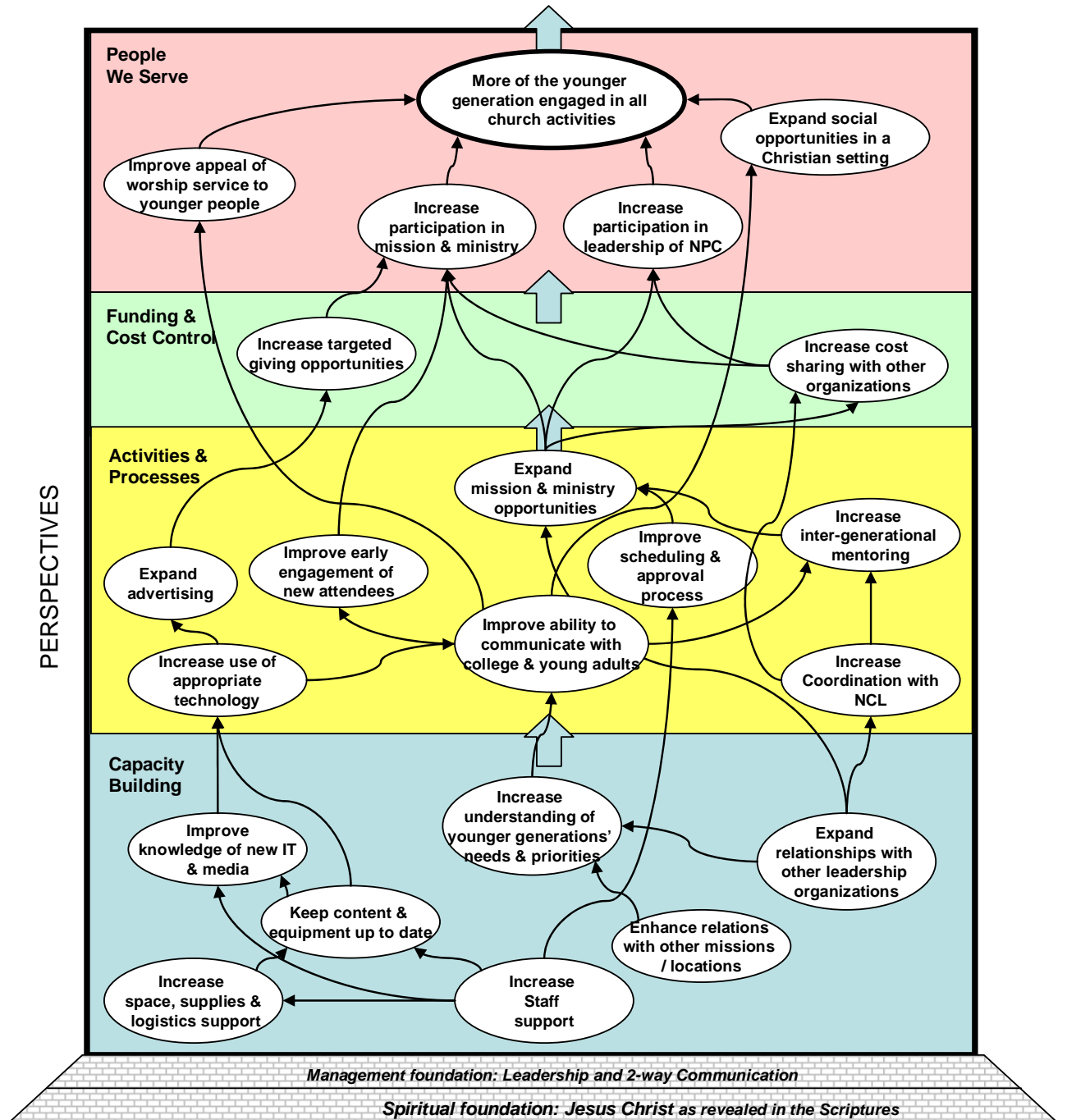
*2 Corinthians 12:14: “Now I am ready to visit you for the third time, and I will not be a burden to you, because what I want is not your possessions but you. After all, children should not have to save up for their parents, but parents for their children.”*

*1 Timothy 4:12: “Don't let anyone look down on you because you are young, but set an example for the believers in speech, in life, in love, in faith and in purity.”*

# National Presbyterian Church Strategic Planning Framework

## Strategic Theme: “Engage Younger Generations”

**Strategic Result:** NPC is a truly multi-generational church, a more vibrant Christian community of this city and this nation, and will lead well into the twenty-first century.



## **Build A Healing And Reconciling Church**

Our church has long been and must continue to be a sanctuary where people find the healing power of the Gospel. Like other large churches, NPC has many members who are alienated or otherwise suffering spiritually. The Washington DC area is often defined more by differences than similarities. With the backdrop of contentious national politics, a city that remains racially and economically divided and with extremely competitive workplaces, NPC is called to a special ministry of reconciliation through Jesus Christ.

Reconciliation in this context means being restored to harmony or balance among relationships. Healing refers to individual emotional and spiritual brokenness. Healing comes from first being reconciled with God through Jesus Christ.

To be such a church, NPC needs to increase its ability to identify needs and its ability to act. As a foundation, the congregation requires a sound theological understanding of Christ's grace and healing. Then the congregation must understand better the specific needs of the community, especially of other DC churches. Skills to address those in crisis or spiritual brokenness need to be increased among members and staff. Programs that often have operated quietly behind the scenes need to be publicized and expanded.

NPC can pursue a ministry of reconciliation by expanding relationships with DC churches that have congregations unlike our own. Weaving together our programs with other churches' will promote understanding and tolerance. Additional healing can be accomplished by expanding Congregational Care programs and finding new ways to engage those who are hurting. Importantly, more members should be involved in these ministries, especially those who have experienced God's healing themselves.

By taking these actions, NPC will become recognized as a place where people bring their spiritual and emotional brokenness so that through reconciling grace they may be restored *and then help others*. Our church will be a leader not only in reconciling differences within the church but among groups in our city, our denomination, and our world.

*Ephesians 2:16-22: "... and in this one body to reconcile both of them to God through the cross, by which he put to death their hostility. He came and preached peace to you who were far away and peace to those who were near. For through him we both have access to the Father by one Spirit. Consequently, you are no longer foreigners and aliens, but fellow citizens with God's people and members of God's household, built on the foundation of the apostles and prophets, with Christ Jesus himself as the chief cornerstone. In him the whole building is joined together and rises to become a holy temple in the Lord. And in Him you too are being built together to become a dwelling in which God lives by his Spirit.*

*Romans 5:10 10: "For if, when we were God's enemies, we were reconciled to him through the death of his Son, how much more, having been reconciled, shall we be saved through his life!"*

### **We Value: Care and Service**

We believe that God has given us specific spiritual gifts, talents, abilities, and life experiences that enable us to serve one another in the church, in the Washington metropolitan area, and beyond. We are passionate about assisting members to discover and use their gifts, as they seek to glorify Christ through ministry and mission. We value relationships and community across generations and cultures where we share our joy and grief in Christ's presence. We believe that our service is both a privilege and a responsibility.

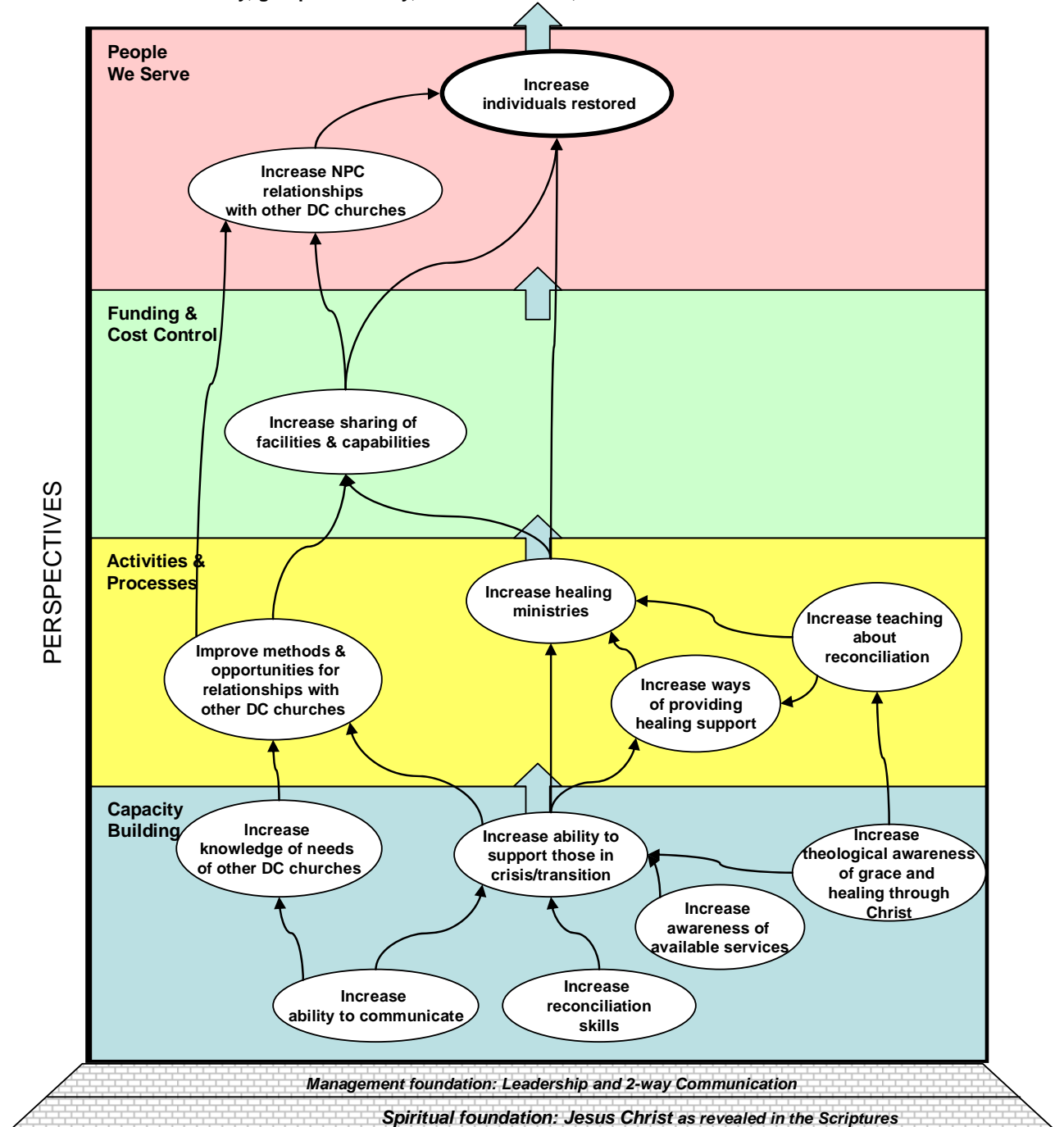
*1 Peter 4:10: Like good stewards of the manifold grace of God, serve one another with whatever gift you have received.*

*Ephesians 4:12-13: To prepare God's people for works of service, so that the body of Christ may be built up until we reach unity in the faith and knowledge in the Son of God and become mature, attaining to the whole measure of the fullness of Christ.*

# National Presbyterian Church Strategic Planning Framework

## **Strategic Theme:** **“Build a Healing and Reconciling Church”**

**Strategic Result:** NPC is a place where people bring their spiritual and emotional brokenness so that through reconciling grace they may be restored and then help others. Our church is a leader in reconciliation among ourselves, our families and the NPC community, groups in our city, the denomination, and the wider world.



# FEEDBACK MEASURES

An important aspect of any Strategic Plan is to identify the characteristics that we must improve to advance the Themes, and then to monitor progress. This is challenging for a church, yet without this step it is impossible to determine if the Objectives that are valued are being accomplished. The feedback measures below relate to general capacity-building Objectives drawn from across the Themes. The format lists the Objective, a description of it, and recommended feedback measures. This is a set of initial measures, a starting point; others must be developed over time by the Strategy Implementation Team. Some will require new procedures for gathering data; developing these procedures is part of the recommendation. In particular, it is important to develop a constructive method for measuring and adjusting the allocation of staff time among activities to ensure that this precious resource is applied most effectively to advance the Objectives of the Strategic Plan.

To implement the feedback measures, we must regularly and accurately survey our members. Many key measures rely on information from some subset of the members. NPC must develop the ability regularly and intentionally to conduct reliable surveys using a variety of methods.

Strategic Objective	Description	Feedback Measures
Increase reconciliation skills	Improve our abilities to bring people together and support those in crisis or transition.	<ul style="list-style-type: none"> <li>Number of members completing reconciliation skills training.</li> </ul>
Increase qualified mentors	Increase the number and mentoring skills of individuals who lead others on the path of discipleship and in ministry and mission.	<ul style="list-style-type: none"> <li>Number of people who have taken a class on mentoring.</li> <li>Number of leaders that have mentored another.</li> <li>Number of people involved in a formal mentoring relationship.</li> </ul>
Improve ability to attract young adults	Improve our appeal to younger adults by addressing our programs, facilities and ministries and targeted, generation-specific communications.	<ul style="list-style-type: none"> <li>Attendance by adults 18-35.</li> <li>Adult 18-35 satisfaction ratings.</li> <li>Adult 18-35 participation in leadership.</li> </ul>
Increase educational opportunities	Grow our classes, small groups, leadership training, etc. to build disciples and leaders.	<ul style="list-style-type: none"> <li>Member and attendee participation in classes; class satisfaction.</li> <li>Number of classes aligned to Strategic Themes.</li> </ul>
Better identify peoples' gifts and needs	Improve our abilities to identify members' God-given gifts and skills for ministry as well as the needs NPC can help meet.	<ul style="list-style-type: none"> <li>Number of members with gifts &amp; needs identified and recorded.</li> <li>Usage of these data.</li> </ul>

Strategic Objective	Description	Feedback Measures
Improve quality & use of ministry information	Improve the type, amount and usefulness of information about our members and ministries to better match gifts to opportunities for service.	<ul style="list-style-type: none"> <li>▪ Staff satisfaction with speed of access to information; ease of use.</li> <li>▪ Upgrade delays.</li> <li>▪ Cycle time of computer-aided routine processes.</li> <li>▪ Quantity of ministry-related information.</li> <li>▪ Usage rate of information.</li> </ul>
Improve use of staff and volunteers	Apply staff and volunteer resources to strategic plan activities.	<ul style="list-style-type: none"> <li>▪ Staff and volunteer hours involved with activities tied to Strategic Objectives.</li> </ul>
Upgrade technology	Modernize the technology that underpins our worship, education, ministry and administration.	<ul style="list-style-type: none"> <li>▪ Staff and younger generations' satisfaction with technology usage.</li> <li>▪ Security and reliability of information.</li> </ul>
Improve time stewardship	Build and manage our ministries to more effectively use the time our members and staff commit to service at NPC.	<ul style="list-style-type: none"> <li>▪ Percent of church staff and lay leaders who feel their time is used effectively in church activities.</li> <li>▪ Staff work hours to do routine office processes.</li> <li>▪ Rate of scheduling and location conflicts.</li> </ul>

# IMPLEMENTATION

The NPC Session has established the Themes for NPC to follow and the results to achieve. The task of reaching each Strategic Objective for the Themes falls to all in leadership: church officers, staff, and others who serve as leaders in the church, each acting within his or her respective ministry responsibility. All leaders and programs will be charged with formulating and executing specific Strategic Initiatives to achieve the Objectives detailed in the Strategic Plan and to maintain momentum toward achieving the results the church has defined.

**An initial step already taken is establishing a Strategy Implementation Team (SIT).** The Executive Pastor and the Strategy Implementation Team, a standing Session committee, should ensure that work continues in a faithful manner, that regular accountability for implementation of the Strategic Plan is routine and expected, and that, where appropriate, the Plan is modified to account for changing conditions or corrected findings. The Strategic Plan and its progress should be reviewed by the Session at least annually, with much more frequent progress reports.

## Initiatives for Strategic Plan Implementation

Although detailed prescription of Strategic Initiatives was beyond the scope of the Strategic Plan, during the course of its work in shaping the Plan—including many interviews and retreats that sought the ideas of staff, leadership, the general congregation, and outside sources—the Strategic Planning Committee received many suggestions for specific Initiatives that should not be lost. These are described below. Offered as beginning implementation steps of the Strategic Plan, suggested “Owners” of these Initiatives are listed in *italics* at the end of each.

### 1. Align class and program content to Strategic Themes and Objectives in the Strategic Plan

Future classes and program offerings will support Objectives such as:

- Increase spiritual maturity
- Increase skills and knowledge
- Increase Biblical teaching and equipping.

This does not mean that current programs and classes will go away. However, all class and program initiatives that require NPC resources, staffing, and budgets must show how their work and results advance the Strategic Plan Themes and Objectives. (*Pastor McGarrahan, Ed Satterfield, Class & Program Leaders*)

## **2. Align Preaching to Strategic Themes and Objectives in the Strategic Plan**

Preaching, including that of guest preachers, and speakers throughout all programming should bring the Word to us to help us make disciples who strive to follow Jesus, build those disciples into healthy leaders, engage younger generations, and be a healing and reconciling church. This will require a continuing commitment of communication to all who are contacted to speak at NPC, and preachers and speakers should be clear of their intent at all times. (*Pastors Icenogle, Learned, McGarrahan, Coyle, any Guests*)

## **3. Inventory Existing Resources**

Assess people, capacities, IT, programs (Education, Mission, etc.) and other current facets of NPC. This will allow us to assess new resource needs and implement Initiatives. (*SIT; Pastors Learned, McGarrahan, Coyle; Peggy Miller; All Leaders*)

## **4. Establish Visitor Welcoming and Engagement Program**

Establish clear, warm and welcoming ways to greet visitors. Implement procedures so that visitors are identified, greeted, made to feel welcome both in the sanctuary and in fellowship times, and after. Communicate to the congregation specific ways each member can participate in this effort. Most people come to a church because they have been invited personally, and they come back because someone was welcoming to them. (*Leslie Saum, Worship Announcers, Officers, Congregation*)

## **5. Implement Connections in Ministry and Missions**

Members have developed an interviewing system to identify and engage the unique giftedness of all members, not just new members. We should engage every member according to his or her unique giftedness and ability to serve in a ministry in the church and a mission outside the church.<sup>1</sup> (*Leslie Saum, Mark Erickson, Connections in Ministry & Missions Team*)

## **6. Develop an Information Technology Performance Plan**

Identify the information and communications technology resources (hardware, software, training) needed to achieve the outcomes/results set forth in the Strategic Plan. The importance of electronic communication for engaging younger generations (e.g., podcasting, blogs, revised website, multimedia) is apparent. Gather baseline information on current use of the web site, and assess how to adapt our systems to meet future needs. Develop a plan to engage younger generations and to support

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<sup>1</sup> Gallup's 2005 statistics are compelling. Those who serve are thirteen times more likely to invite someone to their congregation; giving more than three times as much to their congregation; three times more likely to agree they are completely satisfied with life; and one and a half times more likely to spend two or more hours per week serving and helping others in their community.

staff, volunteer, and congregation needs. (*Trustees, Younger Generation Focus Group*)

## **7. Research Other Churches and Large Organizations**

Develop a list of churches of comparable size and focus to benchmark. Who else has an emphasis on building disciples and leaders, reaching out to younger generations, and emphasizing healing and reconciliation? How long have they been at it and how are results measured? What draws people in and keeps them there? What are success stories in building faithful small groups and younger generation involvement? What helps people to serve joyfully in ministry and mission? Learn from others and discern ways to grow closer to Jesus Christ that are appropriate for NPC. (*SIT, Pastor Learned*)

## **8. Establish a Focus Group or Advisory Board for Younger Generations**

The best way to engage younger generations is to solicit their suggestions for how to invite and keep younger people in the church. Their knowledge of contemporary communication technologies far exceeds that of many us. This group should advise, initiate, champion, and assess Initiatives across the church regarding the younger generation Theme and others. (*Pastor Learned, SIT*)

## **9. Develop a Pilot Program on Small Group Formation**

Learn the number of current NPC Small Groups. Determine why previous emphases have/have not worked. Brainstorm affinity possibilities and do “trial” small groups. Engage larger ministry groupings into possible smaller groups. (*Pastor McGarrahan, Ed Satterfield*)

## **10. Develop Member and Visitor Survey Processes**

Establish ways to receive reliable survey data to measure the effectiveness of Strategic Initiatives. Conversations on a parish level may yield important information. (*SIT, Pastor Learned, Deacons*)

## **11. Align the Strategic Mission Initiative to Strategic Plan Themes and Objectives**

The revised Strategic Mission Initiative, currently in process, must align with the Strategic Plan’s Themes and Results. (*Hunter Weimer, Outreach elders, Mission Council, Strategic Mission Initiative Team*)

## **12. Set Up a Process to Measure Staff Hours per Activity**

Assess time stewardship and activity to achieve Objectives. (*Pastor Learned; SIT*)

# ACKNOWLEDGEMENTS AND DEFINITIONS

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The members of the Strategic Planning Committee in 2006 have been:

- Paul Arveson
- John Bailey
- Joan Braitsch
- Serge Duss
- Elizabeth Farrell
- Jim Feather
- John Gregg
- Richard Hawthorne, Chair
- Emmy Lewis
- Lisa Lockwood
- Brian McCalmon
- Doris Pierson
- Proctor Reid
- David Wallace

## Definitions

- **Mission:** Why we exist; our permanent statement of purpose.
- **Vision:** Our “picture of the future”; how NPC will look in ten years.
- **Strategic Result:** Most important ways in which our church will be different in ten years if our strategies are successful.
- **Strategic Theme:** Focus areas for strategic change efforts.
- **Perspective:** Four different ways of looking at our church as an organization: People we serve; financial stewardship; activities and processes; capacity building. These are also containers for the Strategic Objectives.
- **Strategy:** Our ten-year game plan; how we intend to achieve the strategic results.
- **Strategic Objective:** Building blocks of strategies, linked together to achieve a result; drawn in ovals on a Strategy Map.
- **Strategy Map:** A visual arrangement of Strategic Objectives within our Perspectives.
- **Strategic Initiative:** A project or action plan recommendation to improve performance.