



**Report to Session
from
NB Strategic Planning Committee (SPC)**

April 5, 2016

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Tasks Requested by Session for April 5

- Community Need Sessions
- Mission Review Report - with Redefined Mission and Vision and Competencies of Installed Full-time Head of Staff

Immediate Decisions Required

- Approval of Mission and Vision
- Approval of Mission Study Report

Setting the Context

1. We are a “Program Church.”
2. Seeking to revitalize and become more engaged and supportive of a community in transition.
3. We have taken stock of who we are, where we have been, and where we want to go as disciples of the living Christ.
4. We have clarified our mission and vision.
5. We are about to call a permanent installed pastor to help lead us in that vision.
6. We need to thoughtfully plan our future.

**Competency and Experience Requirements of Called Pastor
Vary by Congregation Size**

Congregation Sizes

1. Family Church → fewer than 50 members
2. Pastoral Church → 50 – 150 active members
3. **Program Church → 150 to 350 active members**
4. Corporate Church → 350 or more active members

With growth in size . . .

- Complexity and diversity increase
- Direct pastoral care from senior clergy decreases
- Clergy focus on lay leader training and spiritual development increases

Four Basic Congregation Sizes*

1. Family Church → fewer than 50 members
 - Want to feel like extended family (frequent visitors)
 - Quality worship and sermons
 - Strong patriarchs and matriarchs are at core
 - Oppressive time demands on the pastor for pastoral care
 - Pastor plays by the rules/status quo desired
 - Frequent pastor turnover
2. Pastoral Church → 50 – 150 active members
 - Clergy is at the core, with a small handful of church leaders
 - Pastor skill set includes effective communication, delegation, interactive leadership skills, giving frequent credit to others, very outgoing, enjoys being center of attention
 - Congregation enjoys intimate fellowship of people they know and are comfortable with
 - Feelings of oneness as a church family and access to the Pastor are vital

**Based on average number of people attending worship – St. Alban's Institute*

Four Basic Congregation Sizes

3. Program Church (150 to 350 active members)

- Has many cells of activity run by trained lay leaders
- Clergy is at the core, but lay and staff team leadership is vital
- Pastor skill set includes leadership, management, and financial skills, as well as
 - Recruiting, training, supervising, evaluating lay leader and paid staff
 - Strong interpersonal skills, conflict management, delegation, able to motivate and inspire laity
 - Spiritually authentic; role model
 - Ability to lead quality worship services and programs
 - Ability to lead multiple staff and volunteers; team builder
 - Strong program management and financial skills
 - Change agent
- Consensus on mission and vision among diverse elements of the Congregation is critical
- Much pastoral care comes from trained, motivated lay leaders and staff whose spiritual and pastoral needs are nurtured by clergy
- Some pastoral care from senior clergy, but much time is spent in pastoral administration and program management

Four Basic Congregation Sizes

4. Corporate Church (350 or more active members)
 - Head of staff does little direct pastoral care
 - Very complex and diverse; laity led at all levels
 - Clergy and laity share pastoral duties
 - Clergy skill set includes strong administrative and financial skills, ability to manage diverse staff and laity, manage quality programs
 - Members are drawn to specific programs and quality of worship/sermons

Priorities for Clergy

If your Head of Staff has only limited time available in their week, would you prefer that they choose to:

(Borrowed from Roy Oswald, M. Div., B.Ed. Lutheran Pastor and Senior Consultant at St. Alban's Institute for 31 years)

<p>1. A Do more visiting to shut-ins? B Put more time into sermon preparation?</p>	<p>5. A Make a hospital call on a fringe member? B Attend a continuing education event?</p>
<p>2. A Attend a wedding reception? B Go on a retreat with parish staff?</p>	<p>6. A Engage in pastoral counseling with members? B Attend a planning event with officers?</p>
<p>3. A Call on prospective members? B Conduct a training session for church officers?</p>	<p>7. A Do more parish calling? B Recruit leaders for parish events?</p>
<p>4. A Visit a bereaved family? B Help two church officers resolve a conflict?</p>	<p>8. A Attend an activity with parish youth? B Critique a meeting with a church officer?</p>

Looking at our Current Ministries

What percentage of time, effort, and resources do we want to focus on the larger community and mission work?

Foundations for Mission in a Program Church

Requirements for the Mission Programs

- Community outreach
- Interfaith collaboration
- Thoughtful planning, implementation, and evaluation
- Member involvement

Requirements of Church Members

- Spiritual development
- Communication
- Leadership training
- Staffing model aligned to mission
- Leveraging facility use

Inward Facing

Christian Education Commission

- Children and Youth Sunday School
- Adult Bible Study Groups
- Confirmation Class
- Youth Triennium
- Youth Sunday
- First Friday Club (1 x month)
- Junior Club (2 x month)
- Presbyterian Young Women
- Pumpkin Family Fellowship
- Christmas Pageant
- College Breakfast
- Puppeteers/Drama team

Both

- Community Nursery School
- Jr. & Sr. High School Youth Groups¹
- 30 hour famine²
- VBS

Outward Facing

- Habitat for Humanity

¹ About 22% of youth come from outside our church

² Focused on church youth, but raises funds for hunger

Inward Facing

Deacons

- Deacons Assistance Program
- Flower Delivery
- Visits/Calls/Ill/Homebound
- Send Special Cards
- Youth Scholarships to Camp Johnsonburg
- Chicken BBQ

Presbyterian Women

- Bible Study
- Annual Brunch
- Youth Scholarships to Camp Johnsonburg
- Many meals for funerals, congregational events, etc.

Indonesian Fellowship

- Indonesian Youth

Both

- (New) Free Community meals (3)
- Metuchen Country Fair
- Rummage Sale
- Holly Fair
- Prayer Partners
- Multicultural VBS

Outward Facing

- Worship at Care One, Highlands (1 x month)
- Worship at Roosevelt (1 x month)
- Ozanam meal (1 x month)
- Advent Angels to Elizabethport, Roosevelt, Highlands
- Sponsor Garcia Family in El Salvador (thru World Vision)
- Support for Indonesians – Immigration/Translation
- Outreach to Homeless in Penn Station

Inward Facing

Evangelism & Nurture Commission

- Parish Nurses
- Welcome Committee
- Greeters & Ushers
- All-Church Picnic
- Sunday Coffee Hour

Worship Commission

- Sanctuary & Sacraments Committee
- Worship & Music Committee

Music Program

- Choirs/Bell Ringers
- Music for shut ins

Both

- Lower Room/Upper Room
- Prayer Breakfast
- Lenten Devotionals
- Advent Workshop
- Christmas Caroling

- Lenten Noonday Concerts

Outward Facing

- Veterans' Home Concerts

Inward Facing

Finance Commission

- Building & Grounds Committee
- Insurance Committee
- Investment & Endowment Committee
- Memorial Gifts/Cemetery Committee

Personnel Commission

- Performance Reviews
- Pastoral Relations

Stewardship Commission

- Annual Stewardship Campaign
- Year-round Stewardship Education

Miscellaneous

- Sunday Book Club
- Memorial Garden
- Moms on Monday (Mercy)

Both

Outward Facing

Mission Commission

- Food Pantry
- Blood Drive
- Veteran's Cookie Bake for Memorial Day
- Housewarming Parties for Amandla's Crossing
- Holiday Dinners for Local Needy
- Assist at NJ Community Food Bank
- Coat Drive – NJ Cares
- Financial Support for 23 Entities

Miscellaneous

- Community Facility Use Paid – 15 Groups
- Community Facility Use No Fee- 7 Groups + Scouts and Ballfield

What We Learned from our New Beginnings Assessment

What We Learned

1. We have a 10-year decline
 - 18% membership decline
 - 17% average worship attendance decline
2. We are weak on spiritual activities
 - Demand for quality sermons, Bible studies, and activities that stimulate spiritual growth
3. There is a low percentage of participant engagement in decision making
 - Majority of lay leadership positions are held by long-tenured individuals who have been in leadership a long time

What We Learned

- Community is in transition
 - 1,000 new residents by Q4 2017
 - Increased visitors to Whole Foods Market and new retail
 - Increased diversity in community not reflected in FPC
- FPC facilities have expanded opportunities
- Income increasingly dependent on endowment funding, due to insufficient offering support
- Program expenses and mission giving have been reduced
 - Mission 4.51% vs. 10% recommended
 - Program 7.12% vs. 15% recommended
- Resounding request for member engagement in community outreach and in activities that enhance individual and family spiritual development

Strengths to Leverage

1. Member age reflects outside community
49% younger 51% older
2. Robust youth ministry
3. Outstanding music programming
4. Excellent facilities
5. Commitment to multiple missions and community outreach
6. Committed, motivated, dedicated members and staff
7. Financially sound
8. Rededication to church mission and vision

What's Important to our Members?

1. Community outreach
2. Increased member engagement in decision making and in programs
3. Expanded mission work
4. Improved education programs
5. Training for lay leaders in leadership skills and for spiritual development
6. More long-term stability in youth leadership
7. Interfaith outreach
8. Thoughtful planning
9. Worship alternatives and variety

**How Does “What Is Important to our Members”
Translate into a New Focus for Mission and Vision?**

Proposed Mission

We are a welcoming and diverse congregation that serves God by improving the spiritual, mental, and physical well-being of people in our community and beyond through worship, education, fellowship, music, and mission outreach.

Proposed Vision

To be an inclusive, connected, and loving community mobilized to serve.

Proposed Competencies of an Installed Full-time Head of Staff

Spiritual Development	Spiritual Maturity
	Preaching and Worship Leadership -
	Compassion
Member & Community Engagement	Interpersonal engagement
	Motivator
	Internal Communication
	Public Communication
Organizational Leadership	Decision making
	Collaboration
	Willingness to engage in conflict
	Organizational agility

Additional Pastor Profile Requirements

- Comfortable/effective when delegating and holds people accountable
- Culturally proficient
- Change agent
- Capable with social media and technology
- Experience in charitable giving
- Lifelong learner
- Portfolio of experience in business and/or non-profit corporations
- Politically savvy
- Strong program management and financial literacy
- Responsive, accessible, approachable

Next Strategy Issues to Tackle

Present to Session on May 3

- Recommended balance of inward vs. outward focused ministries.
- Recommend ministries that can serve the community in meaningful ways.
- Implications for staffing model to achieve the church's Mission and Vision.
 - How many ordained pastors does the church need? What roles?
 - How many unordained staff does the church need? What roles?
- Process for determining the competencies for ordained position(s).
- Recommend strategy for recruiting and training lay leadership and for congregational spiritual development for Q4.