

# Lewinsville Presbyterian Church

## **STRATEGIC PLAN**

Adopted by Session  
May 13, 2014

*<sup>15</sup>See, I have set before you today life and prosperity, death and adversity. <sup>16</sup>If you obey the commandments of the Lord your God that I am commanding you today, by loving the Lord your God, walking in his ways, and observing his commandments, decrees, and ordinances, then you shall live and become numerous, and the Lord your God will bless you in the land that you are entering to possess..... <sup>19</sup>Choose life.*

Deuteronomy 30:15-16, 19

## OUR MISSION, VISION & CORE VALUES

### MISSION STATEMENT

We are *Claimed* by God in Jesus Christ,  
*Called* to live as a community of faith,  
Sent to participate in the unfolding of God's kingdom on earth.

### VISION STATEMENT

As we approach our 175th year of ministry, the people of Lewinsville Presbyterian Church celebrate the gifts and opportunities given to us. We strive to build on our heritage of Christian discipleship to serve God and all creation.

We strengthen our congregation as we:

- Worship God in ways that engage the spirit, mind, heart and body.
- Educate and form disciples in Christian faith.
- Care for one another with the compassion of Jesus Christ.

We participate in Christ's mission in the world – to redeem and transform all creation – as we:

- Extend our legacy of care to vulnerable older adults and their families.
- Reach out to the youth of northern Virginia, ushering them into a healthy, vibrant, productive adulthood.
- Provide a forum for civil public policy discourse and, as faithful Christians, address social justice issues.
- Become a recognized Christian presence in the emerging Tysons urban center.

*Claimed,*

*Called,*

*Sent*

by Jesus Christ, who alone is head of the Church.

*Approved by Session April 9, 2013*

### CORE VALUES

*We are...*

**Christ-Centered:** Engaging in authentic and consistent discipleship.

**Always Being Reformed According to the Word of God:** Pursuing spiritual and intellectual education and action based upon reformed theology.

**A Welcoming & Nurturing Community:** Welcoming of all people. Creating opportunities for fellowship and fun. Caring for all in need.

**Respectful Stewards of All God's Creation:** Showing love and compassion through mission and service.

**Mindful of Our Institution's Heritage:** Honoring our church and its history.

*Approved by Session March 18, 2014*

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## **I. Executive Summary and Introduction**

With a new Vision Statement approved by the Session in 2013, Lewinsville charts a course for the future. Responding to God’s call for our congregation, and in light of the fundamental cultural, demographic and societal changes that are affecting all of Christianity, the Strategic Planning Group was appointed by the Session in February 2013. The task of the group is to design a Plan for implementing the Vision. This is our unique opportunity as a congregation to review and align all our programs and priorities with our Mission and Vision statement. What are we uniquely qualified to do? What programs will we choose to continue? What new and different programs are we called to pursue? What programs will we let end with honor? Our individual and collective strengths, history, and place in this community all provide enormous advantages as we look into the future and, following God’s call, determine who we will be when we celebrate our 175<sup>th</sup> Anniversary as a congregation in 2021.

As reflected in our Background Paper<sup>1</sup>, the Committee has identified several broad themes in this Strategic Plan.<sup>2</sup> The themes are in keeping with what we want to accomplish – to follow our vision and mission statements while staying focused on our core values; to build on our spiritual lives; to continue to do what we do well, while providing opportunities for service by our members; and, to find new portals to engage and serve our members and our community. We want to do the things that have a meaningful impact.

The Plan seeks to continue Lewinsville’s strong legacy of caring for those within our own community of faith through worship, Christian education and congregational care. The Plan also advocates improved focus of our unique gifts on those outside our church community by:

- being a welcoming place for youth, emerging adults and young families;
- serving vulnerable children and youth, and older adults and their families;

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<sup>1</sup> The Strategic Plan Background paper, *The Background, Considerations and Findings Utilized in Developing the Strategic Plan*, may be read in conjunction with the Strategic Plan for additional clarity. The document can be found on the Lewinsville web site under the *About Us* heading in the Our Mission page, or under the new *Videos & Publications* heading in the Publications page:

<http://www.lewinsville.org/pdfs/admin/strategicplanbackgroundpaper.pdf>

<sup>2</sup> From Page 5 of the Background Paper: “1) Addressing the needs of young adults and their families is the key to assuring continuing vibrancy, strength and viability of Lewinsville during the next decade; 2) Multiple portals of communication and interaction need to be established to seek to interest and involve potential new members and to broaden our appeal and accessibility to our current members and the community; 3) Many of our community outreach programs can best achieve their goals via interfaith cooperation and coordination with other local houses of worship; 4) Our communication programs need to be overhauled and updated to take advantage of new media and our members’ expectations; 5) Our physical Plant and facilities are tired and need to be improved; 6) The economics of Lewinsville need to be comprehensively reviewed; 7) Ministry groups and staff may need to be reorganized to better match our Strategic Plan for moving forward; 8) The realities of our membership demographics and membership maintenance must be addressed; 9) The Strategic Plan should provide specific objectives, measurable goals, accountability, action steps, and metrics for measurement of success and timelines for accomplishing all of the above”.

- expanding our Faith and Public Policy programs to all who seek civil discourse and social justice; and,
- creating a strong Christian presence for those moving into and working in the growing urban center at Tysons.

The Plan is divided into sections that focus on our own congregation (Looking Inward), on the community at-large and non-members (Looking Outward), and on the organizational changes needed to implement the Strategic Plan (Getting Our House in Order). The Plan includes discussion of a revised Ministry Group structure, and alignment of staff and their responsibilities consistent with Lewinsville's Mission, Vision and Core Values. The Plan includes examples of activities mentioned by members of the congregation in focus groups, Company of Elders meetings and other discussions related to the Strategic Plan. The Plan also lays out a timeline and key milestones and metrics to track our progress.

We suggest a number of specific steps in the Timeline. We expect that the Task Forces and newly structured Ministry Groups that Session appoints for specific tasks will make final decisions about how to implement the steps toward achieving their goals.

We foresee implementing the Lewinsville Strategic Plan in three phases over a 7-year period:

- Phase I (Program Year 2014) as a period for evaluating our current capacities through a congregation-wide survey to inventory our members and active non-members' interests, experiences, skills and talents; aligning our pastoral, administrative and program staff's responsibilities and current Ministry Groups' responsibilities to the opportunities presented by Vision Statement; and refining our communications procedures to reach members of all ages most effectively;
- Phase 2 (Program Years 2015 and 2016) as the period of repositioning and growth by building on Phase I adjustments and achievements. This will involve re-alignment and implementation of programs and further expansion of capacities and outreach including a focus on increased membership and pledge revenues;
- Phase 3 (Program Years 2016-2021) as the period of consolidation of progress after the implementation of programs in Phases 1 and 2. This includes such opportunities as a capital campaign for church facilities upgrades and launching new faith community initiatives in the Tysons area and elsewhere in our community.

The Strategic Planning Committee recommends that the Session commission the Committee to serve as a resource to the new Ministry Group structure, Session and Staff, and to assure the smooth implementation of the Plan upon the Plan's approval. A key task of the Committee will be to keep the congregation fully informed of all progress.

As we approach our 175<sup>th</sup> year of ministry, the people of Lewinsville Presbyterian Church celebrate the gifts and opportunities given to us. We strive to build on our heritage of Christian discipleship to serve God and all creation. The group that developed the Vision Statement focused on the question “What do we want to be in 2021 when we celebrate our 175<sup>th</sup> anniversary?” The Strategic Planning Group has focused on the question “How do we faithfully live into who God calls us to be?” We ask for God’s guidance and for wisdom and clarity as we implement, monitor and continually review our Strategic Plan.

## **II. Looking Inward**

Members of the Lewinsville community lead dynamic, engaged lives of faith as disciples of Jesus Christ in the church and in the world. We gladly welcome all regardless of where they are on their faith journey. Indeed, the very idea of life as a faith journey is fundamental to our beliefs and practices as a Presbyterian congregation.

Practices that deepen our engagement and shape us on our faith journey are:

- Weekly worship on the Lord's Day with the Body of Christ;
- Personal prayer and study of Scripture;
- Faithful stewardship of resources (financial, personal gifts and skills) in the church and in the community;
- Service to others, responding to God's activity in the world;
- Study and discussion that engage the mind as well as the heart.

Grounded in gratitude for all that God has done in Jesus Christ, we live lives of joy. The Strategic Plan provides a framework for our vision and a focus for our individual faith journeys as we follow Jesus Christ into the world, bearing witness in all we say and do to the good news of God in Jesus Christ.

We strengthen our congregation as we:

### **A. Worship God in Ways that Engage the Spirit, Mind, Heart and Body.**

We will build on and continue a commitment to theologically, spiritually and intellectually deep worship. The Committee recommends that one of the newly restructured Ministry Groups review the suggestions in Finding 5<sup>3</sup> of the Background Paper and develop action items, a timeline and a plan for implementation. Examples of programs and activities for consideration, among others, include:

1. Adding services in different formats and times for different age groups and those at various stages of faith formation;
2. Using digital technology (video, audio, photographs) during services;
3. Experimenting with alternative seating arrangements in the sanctuary;
4. Offering communion more frequently;
5. Involving younger members more frequently and widely in worship services;
6. Involving a cross section of the congregation in the leadership of worship;
7. Encouraging more active congregational participation during the service.

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<sup>3</sup> Finding No. 5 of the Background Paper – Lewinsville needs to adapt its worship services to a changing congregation and member needs (while remaining authentic).

## **B. Educate and Form Disciples in Christian Faith.**

In addition to being committed to the continuing excellence of our Christian education programs, we are also committed to faith formation. Faith Formation is a new term for the modern church. Few understand what it really means. When many hear the term "Faith Formation" or "Christian Formation," they often think of classes they must attend to become a member of a Christian denomination. If it were only that narrow, it would be called Christian education – but it is much more than that. Learning the history of the faith and understanding the fundamentals of the Christian tradition are important elements, but Christian formation is also about acquiring a Christian discipline for one's life to guide one in the practice of the faith every day. For it is only in the "living out" of the Christian faith that one can discover the many ways it adds richness and meaning to one's life even as it helps one develop a closer connection to God in Jesus Christ. Examples of programs and activities for consideration, among others, include:

1. Adding different formats and times for different age groups and those at various stages of faith formation;
2. Increasing use of digital technology (video, audio, photographs) during classes;
3. Whole-church Bible studies;
4. Mixed-age-group classes;
5. Web class using social media.

## **C. Care for One Another with the Compassion of Jesus Christ.**

We will continue our tradition of involving members and friends in the life of the church through nurturing care, companionship and ministry to one another through fellowship and care activities such as the following examples, among others:

1. Creation of resource groups to support members with similar interests (occupations, hobbies, life stages, geographic) by helping them find meaning in their lives and deepen their relationships with one another within the faith community;
2. Matching of members and friends with Christ Care and other affinity and social groups.;
3. Shepherding of new members and regular visitors more fully into the life of the congregation;
4. Developing more fellowship opportunities for deepening the relationships among congregational members and friends.



#### **D. Equip, Energize and Enable the Next Generation**

The Committee recommends that focus and emphasis be placed on meeting the needs of the next generations (youth, young adults, emerging adults and young families). Specifically, the Committee recommends that a Young Adult Catalyst Group<sup>4</sup> be established that would encompass all areas of church life, including worship, Christian education, fellowship and mission, in an attempt to better understand, develop and execute a cafeteria of programs and approaches that would expand their interest and involvement in Lewinsville while serving their needs. Young families, for example, are centered on the needs of their children and meeting those needs would increase their interest and involvement in Lewinsville. A critical aspect of this coordination effort would be to identify a series of “portals” that would be of interest to this group. For example:

1. the establishment of affinity and social groups to pursue various interests;
2. availability of a basketball court, game room (pool table, ping pong, chess, checkers and board games, perhaps even a TV) or gym/improved play area;
3. regular potluck dinners;
4. provision of Sunday morning breakfast for parents who drop children at Sunday school;
5. deeper involvement in local, national and international outreach programs such as Habitat for Humanity and the Crop Walk;
6. establishment of a Youth Center Coffee House or other fellowship gathering place;
7. provision of on-site babysitting services or child-care facilities (Date Night for young parents);
8. establishment of a pre-school or day care to meet the needs of young families;
9. social media presence and activity - if we're going to engage with the next generations, we will need to engage them via social media outlets – which change rapidly.

The Committee recommends that steps be taken to Plan for, organize and establish this new Young Adult Catalyst Group as soon as possible and that it consist of representatives of all of the relevant areas of church life. It is essential that a holistic matrix management approach be utilized across programs and ministries rather than “siloeing” into the individual ministry group categories as they currently stand.

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<sup>4</sup>As noted in Finding No. 1 of the Background Report - Lewinsville's membership is aging and Lewinsville must expand and emphasize its young adult, youth and family programs to maintain its continuing strength and vitality during the next decade. (However, we must do so without neglecting the needs of our seniors). This target audience was identified in a Webinar entitled “Connecting With Young Adults & Equipping A Multigenerational Church”, presented by the Young Adult Catalyst office of the Presbyterian Mission Agency on September 17, 2013, in which Generation X was defined as those born 1965-1980 (those now aged 33-48), Millennials as those born 1981-1995 (now aged 18-32), and Digital Natives as those born 1996 to date (now aged 17 and under). The Young Adult Catalyst Group will address this entire range of members and prospective members.

The organization and structure of both the lay volunteers (Ministry Groups) and professional staff will require review and revision in order to faithfully align and implement activities mentioned here in an effective manner. This is being addressed in Section IV (Getting Our House in Order) of this report.

### **III. Looking Outward**

*I was hungry and you gave me food, I was thirsty and you gave me drink, I was a stranger and you welcomed me..... Truly I say to you, as you did it to one of the least of my brethren you did it to me.* Matthew 25: 35 & 40

Lewinsville Presbyterian Church is a warm and welcoming community. Our faith encourages us to serve Jesus Christ by caring for those among us as well as those in the communities in which we live and work. While we continue to build upon our experience and expertise with Lewinsville Retirement Residences and Chesterbrook Residences, our Summer and Winter Mission Projects, and Good Samaritan Day, we want to expand those programs to include more of those in our community. The Scriptures exhort us again and again to welcome and love our neighbor, the stranger, the alien and even our enemy:

*You have heard that it was said, ‘you shall love your neighbor and hate your enemy’. But I say to you, love your enemy and pray for those who persecute you.* Matthew 5:43-44

Once again, the Strategic Plan provides guidance for our vision as we follow Jesus Christ into the world. We recognize that dividing the Plan into sections as we have slides past the reality that what we do in “looking outward” also has a significant impact on our congregation and us as individuals. In other words, the proposed activities and directions are multifaceted.

We will strengthen our engagement with our community as we:

#### **A. Develop and Execute Programs Meeting the Interests and Spiritual Needs of Youth, Emerging Adults, and Young Families in the Community**

*You shall love the Lord your God with all your heart, and all your soul, and with all your strength, and with all your mind; and your neighbor as yourself.* Luke 10:27

The Committee recommends establishing a Young Adult Catalyst Group as described in Section II (Looking Inward: Equip, Energize and Enable the Next Generation). The focus in this Section will be on going out to serve those in our community by identifying portals of interest to serve the needs of those young people and families who may be lonely, who may be overwhelmed, who may need guidance, or who may need spiritual and other help, perhaps with even more temporal needs. The Young Adult Catalyst Group will consist of representatives of all of the relevant age and stage-of-life groups as well as representatives of all aspects of church life. Our goal would be to provide a warm and welcoming place for young adults and families in our community by offering spiritual nourishment, fellowship and care.

## **B. Provide Services to Older Adults in the Community**

*Contribute to the needs of the saints; extend hospitality to strangers.*

Romans 12:13

Lewinsville should build upon its history of faithfully serving older adults in addressing the changing needs of the communities around us. This will involve review of Lewinsville's current menu of mission and service activities, as well as review of the suggestions in Finding No. 2<sup>5</sup> of the Background Paper. Selection of a limited and carefully vetted number of new and old mission and outreach projects and programs should focus on those that will have the greatest impact among current and prospective older adult members as well as being aware of and responding to new opportunities to serve as they may arise. For example, Lewinsville's experiences with Lewinsville Retirement Residences and Chesterbrook Residences are examples of new ways we can raise funds, provide leadership and engage other organizations for maximum impact. This model could be adapted for other church operations as well. Where are the most vulnerable underserved? Is Lewinsville well positioned to address those needs? There should also be a focus on inter-generational activities and programs to help the sandwich generation of adults supporting their aging parents along with their growing children.

Examples of programs and activities for consideration, among others, include:

1. Partnering with the soon-to-be built Lewinsville Senior Center;
2. Partnering with the McLean Village initiative<sup>6</sup> designed to facilitate aging-in-place;
3. Being a clearinghouse for older adult volunteers.

## **C. Provide Services to Children and Youth at Risk in the Community**

*Let mutual love continue. Do not neglect to show hospitality to strangers for by doing that some have entertained angels without knowing it.*

Hebrews 13: 1

As per the suggestions in Finding No. 2, the Committee recommends closely monitoring the needs of children and youth in Fairfax County and selecting a limited and carefully vetted number of mission and service projects and programs that will have the greatest impact.

Examples of programs and activities to consider (among others) include:

1. Establishing a relationship with an elementary school and its neediest children;
2. Conducting Saturday coaching/tutoring programs;
3. Sponsoring supervised after-school or evening programs for children of working parents;

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<sup>5</sup> Finding No. 2 of the Background Paper – Lewinsville should centralize its mission program to highlight our successes with older adult services and to provide additional services to children in Fairfax County.

<sup>6</sup> McLean Community: A Village for All Ages (MCVA) - <http://mcva.weebly.com>

4. Partnering with the Safe Community Coalition<sup>7</sup> – a McLean-based community organization that provides services for at-risk middle and high school youth.

#### **D. Expand Lewinsville’s Faith and Public Policy Programs within the Church**

*The alien who resides with you shall be to you as the citizen among you; you shall love the alien as yourself, for you were aliens in the land of Egypt: I am the Lord your God.*

Leviticus 19:34

Lewinsville is blessed with members who are passionate about engaging in civil discourse around public policy issues. As Christians, we are called to “...not be conformed to this world, but be transformed by the renewing of your minds, so that you may discern what is the will of God—what is good and acceptable and perfect.”<sup>8</sup> If expanded, our faith and public policy program has the potential to be of great interest and importance to a generation and a community thirsting for such conversation.

The Committee recommends that the suggestions in Finding No. 3<sup>9</sup> be reviewed. Examples of programs and activities to consider (among others) include:

1. Formulating an agenda of public policy topics and speakers for 2014 and beyond;
2. Adding additional church members to the number of Faith and Public Policy program leaders needed to carry out a 2014 Faith and Public Policy agenda including selecting venues and speakers and getting out information and invitations to our local community;
3. Finding a home for our Faith and Public Policy programs within the church – and budgeting sufficient funding to carry out the program’s agenda;
4. Exploring ways to work collectively with other faith-based organizations in our surrounding area through networks such as the Virginia Interfaith Center for Public Policy – of which Lewinsville is a current member – in selecting relevant public policies issues and venues, including venues outside of our church facilities for discourse;
5. Facilitating civil discourse and education on topics with implications for our faith and which our Christian faith informs;
6. Mobilizing our communications resources to get the word out to a broader audience about Lewinsville’s Faith and Public Policy events;
7. Identifying public policy issues around the Tysons development that might be addressed from a faith perspective – e.g., affordable daycare for low-income workers there; diversity in Tysons employment and housing.

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<sup>7</sup> Safe Community Coalition - <http://www.safecommunitycoalition.net>

<sup>8</sup> Romans 12:2

<sup>9</sup> Finding No. 3 of the Background Paper – Public policy discussion from a faith perspective is one of Lewinsville’s great strengths and we should introduce our faith and public policy programs to the broader community.

## E. Be a Recognized Christian Presence in Tysons

*In that renewal there is no longer Greek and Jew, circumcised and uncircumcised, barbarian, Scythian, slave and free; but Christ is all and in all.* Colossians 3:11

Lewinsville is a leading member of the newly formed Tysons Interfaith Partnership. Tysons Interfaith Partnership is made up of faith communities in the Tysons area, and is seeking and advocating to become an active participant on the Tysons Partnership to ensure that there will be opportunities for a spiritual presence in the lives of those who work and live in Tysons. Tysons Interfaith Partnership has discussed its work and goal as shaping the community character at Tysons - a community of welcome and tolerance, generosity, hospitality, compassion, service orientation, and sustainability.

The Strategic Planning Committee recommends review of the suggestions in Finding No. 4<sup>10</sup>. Illustrative programs and activities, among others, include:

1. Continuing Lewinsville's leadership role in the Tysons Interfaith Partnership effort to create an inter-faith initiative to introduce religious/spiritual/church and community services to the residents and employees in Tysons;
2. Analyzing services that would appeal to and meet the spiritual and related needs of those who work or live in Tysons. It is likely that prospective participants will include low-income service sector workers who commute to Tysons as well as the professionals who occupy current and planned multifamily residential properties;
3. Finding volunteer opportunities unique to Tysons that would interest prospective Tysons participants and local faith community members. Among the opportunities to consider are pre-kindergarten daycare (and evening care) and English as a Second Language programs for low-income workers who commute to or live at Tysons;
4. With Tysons Interfaith Partnership, expanding activities that extend beyond those customary for faith communities but can become portals, *e.g.*, a coffee house or other gathering spot; art galleries and shows; community theater; other cultural activities; etc.

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<sup>10</sup> Finding No. 4 of the Background Paper – Lewinsville is in position to lead the introduction of a religious presence in Tysons.

## **IV. Getting our House in Order**

The story of the ten bridesmaids who took their oil lamps with them as they went to meet the bridegroom is one that is familiar to many of us.<sup>11</sup> Only those who planned ahead and took flasks of oil with them as well were able to keep their lamps trimmed and burning when the bridegroom arrived late to the wedding banquet. This wonderful parable shows us that much preparation is in order as we live our lives as Christians. As we, the body of Christ, move forward in our faith journey with our Strategic Plan, we prepare by ensuring that all that is needed for the journey is in place - volunteers, a communications plan, finances and facilities – in addition to our own spiritual preparation.

The Committee suggests that we make preparations step-by-step. These steps will occur in phases. These steps are necessary to ensure the successful achievement of the goals of the Strategic Plan in accordance with God's will. It is also inevitable that our plans will evolve requiring intentional changes as we embrace new steps or choose a different emphasis.

### **A. Establish and Energize a Revised Ministry Group Structure to Implement Lewinsville's Mission, Vision and Core Values**

Lewinsville's existing Ministry Group structure as described in Finding No. 7<sup>12</sup> was developed to meet the then-current priorities and mission of the church and its congregation. We recommend reviewing the existing group structure and restructuring it as necessary to implement the Vision, Mission and Core Values of Lewinsville.

Since the restructuring of the ministry groups will broadly involve all of the goals proposed in this Plan as well as the findings set forth in the Background Paper, we recommend that the Strategic Planning Committee be designated by the Session to further evaluate the current ministry group structure and to recommend a revised group structure that will achieve this goal. The Session and current ministry group members will be requested to help in this process.

### **B. Align Staffing Design to Mesh with the Revised Group Structure to Implement Lewinsville's Mission, Vision and Core Values**

Lewinsville's existing staffing design and allocation of staff resources has, like the current ministry group structure, developed over the years to meet the then-current priorities and mission of the church and its congregation. The Committee recommends that this staffing

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<sup>11</sup> Matthew 25:1-13

<sup>12</sup> Finding No. 7 of the Background Paper – There is much overlap and lack of a centralized theme among Lewinsville's current Ministry Groups, and they need to be reorganized to align with the Vision and Mission of Lewinsville.

design and allocation of staff resources be reviewed and realigned as necessary to carry out the Vision and Mission of Lewinsville and the goals of this Plan, as informed by the findings in the Background Paper.

Since the realignment of the current personnel structure and the allocation of staff resources will broadly involve all of the goals proposed in this Plan, as well as the findings set forth in the Background Paper, we recommend that the Strategic Planning Committee be designated by the Session to lead a team to re-design the staffing plan and allocate resources to achieve this goal. The Session, current ministry group members, the Personnel Committee and staff will be requested to help in this process.

### **C. Undertake a Congregational Inventory to Understand and Act on the Gifts and Talents of Our Congregation**

Given the vision of a congregation actively engaged with its members and the larger community, increased volunteer participation is essential. A usable volunteer database will be a valuable tool in understanding the demographics of our members and their talents, needs and desires. The database should be regularly updated with individual updatable profiles accessible to members as well as staff. The Committee suggests we consider the following:

1. **Design:** assess the capabilities of our current and anticipated database software - how daily maintenance will be done, how multiple inputs will be accommodated, how new data will be added to the system, types of reports that can be generated;
2. **Inventory Questions:** guided by the end product desired – an easily searchable database; detailed census to include basic information on members’ and active non-members’ interests, experience, skills and talents relevant to Lewinsville’s new Vision and to the programmatic needs of its ministry;
3. **Data Collection:** how data will be collected – initially by Survey Monkey or the Lewinsville website, possibly followed up with appropriate one-on-one conversations as deemed necessary or desirable; process of rollout to the Congregation, clear identification of who will complete the survey (*e.g.* age cutoff for children, compiling a list of non-members (also newcomers and long-term visitors), preparation of appropriate FAQs, recommendations and advice on appropriate measures that should be given to password protection and other security related concerns);
4. **Staff Needs:** what are the necessary skills needed for a database administrator and what other staff may be required if current Lewinsville staff members do not have the capability to serve in this capacity.



#### **D. Improve Management of Communications to All Stakeholders**

Society is going through rapid change in the ways we communicate – moving away from mail and even email to almost entirely wireless and mobile technology. Recognizing this, the Session established a Communications Working Group earlier this year. The Working Group has concluded an Inventory and Gap Analysis, identifying areas of opportunity and needed changes. We recommend that its purpose be broadened to include management of communications to successfully implement various aspects of the Strategic Plan. The Committee suggests the following:

1. Understand how data from the Congregational Survey could be used for communications purposes; assess the capabilities of our current and anticipated database software - how daily maintenance will be done, how multiple inputs will be accommodated, how new data will be added to system, types of reports that can be generated
2. Establish a relevant, cohesive, comprehensive and consistent look and message that includes colors and logo;
3. Examine how membership growth will be enabled through the conveyance of information to prospective members about our history, mission, vision and services;
4. Examine how communication will differ to members in different stages of their lives - how will youth, emerging adults, young families, and older adults receive information about the ministries and activities of the Church?
5. Investigate the types of portals attractive to new and current members, using technology and social media – for example, a Genius-bar or Geek Squad in a coffeehouse setting;
6. Understand how communications can further integrate Lewinsville into the community as a Christian presence via physical and digital communications channels;
7. Identify staff needs in order to manage communications effectively.

#### **E. Improve and Enhance Lewinsville’s Existing Financial, Stewardship and Budgetary Processes; Determine the Budget Requirements for Implementing the Strategic Plan**

To implement the Strategic Plan will require a) a culture of setting goals, b) continuous assessment of our progress in achieving the goals, and c) inevitably, more funding. The Task Force we propose that the Session create will work toward each of these.

As noted in Finding No. 6<sup>13</sup> of the Background Report, while overall authority and responsibility for Lewinsville’s financial affairs rests with the Session, the day-to-day authority and responsibility as it currently exists is too widely dispersed to be effective. The Committee recommends that a Task Force be established by the Session to analyze and

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<sup>13</sup> Finding No. 6 of the Background Paper – Our aging buildings need major renovations and upgrading, and we need to rethink in comprehensive ways the economics of church operations.

evaluate the current financial structure of Lewinsville and to develop recommendations for a revised overall structure. Areas to be included within this review include ongoing financial operations, stewardship, annual and strategic budgeting, off-budget accounts, potential financing options for new or rehabilitated facilities and the Lewinsville Foundation. A review of best practices at other churches should be a part of the review.

Equally important, this Task Force will take the recommendations and decisions made by other related committees and groups to create a preliminary, pro forma church budget including capital requirements necessary to sustain and expand Lewinsville's programs and priorities for its initial year and succeeding years through 2021. It will aggregate the budgets and make suggestions as to how to adapt the church's procedures to reach revised goals for the annual stewardship campaigns, capital fund drives, and the Lewinsville Foundation's contributions to the church budgets. The Task Force will make recommendations regarding necessary growth of membership, growth of pledging units, total fund-raising, and constraining expenditures – all consistent with the implementation of the Strategic Plan. The Task Force will make recommendations to Session and related committees and groups regarding the specific metrics that the groups will employ as ways to measure their progress toward achieving their goals. The Strategic Planning Committee suggests some metrics that might be used in determining success in Section V of this plan.

## **V. Timeline, Milestones and Metrics**

The Strategic Planning Committee (SPC) seeks to measure progress in determining what we want to be in spiritual, financial and membership terms in 2021 as we celebrate our 175<sup>th</sup> anniversary. We anticipate the following timeline, milestones and metrics (note that some of these are only ideas that the Implementation Groups need to consider; it is more important that we acknowledge the need to establish goals and monitor our progress toward them than it is at this point to set each specific goal):

### **1. Build a New Ministry Group Structure**

- a. Strategic Planning Committee (SPC) initiates development of a revised ministry group structure – start by 6/2014.
- b. SPC presents recommendations to Session – by 12/2014.

### **2. Align Staffing**

- a. SPC initiates development of staff re-alignment plan – start by 6/2014.
- b. SPC presents recommendations to Session – by 12/2014.

### **3. Survey Implementation Group (SIG) Undertakes Congregational Inventory**

- a. SPC appoints Survey Implementation Group (SIG) to conduct inventory - by 5/01/2014.
- b. SIG designs inventory and identifies budget requirements – by 5/8/2014.
- c. SIG assesses feasibility of ‘Fellowship One’ for managing survey data – by 5/8/2014.
- d. Session approves proposed inventory design, schedule and budget – by 5/13/2014.
- e. SIG compiles and enters data from existing membership records - by 8/01/2014.
- f. SIG collects and compiles additional data from congregational survey – by 10/30/2014.
- g. SIG presents summary inventory report to Session – by 11/30/2014.

### **4. Establish Communications Ministry Group**

- a. Session appoints group – by 6/15/2014.
- b. Initial meeting – by 7/1/2014.

### **5. Establish Young Adult Catalyst Group**

- a. Session identifies/recruits a core group of Young Adult Catalyst Group conveners by 5/15/2014.
- b. Meeting of Young Adult Catalyst Group conveners by 5/31/2014.

- c. Identify individuals within Millennials (ages 18-32) and Gen X (ages 33-48) currently on Lewinsville membership rolls before 6/15/2014.
- d. Hold meetings with potential Young Adult Catalyst Group members by 6/30/2014.
- e. Add members of this group to active roles in all Ministry Groups by 9/1/2014.
- f. Increase membership numbers within this group and encourage the participation of nonmembers. Exact metrics to be established by the Young Adult Catalyst Group in collaboration with the SPC.

**6. Establish Implementation Groups for Older Adults and Youth-at-Risk**

- a. Session appoints Children and Youth-at-Risk Implementation Group and Older Adult Implementation Group – by 6/10/2014.
- b. Implementation Groups present reports and recommendations to Session – by 12/2014.

**7. Establish Faith and Public Policy Implementation Group**

- a. Session appoints Faith and Public Policy Implementation Group – by 6/10/2014. (David Morrison will serve as an intern this summer to help plan this function.)
- b. Implementation Group presents report and recommendations to Session – by 12/2014.

**8. Establish Tysons Implementation Group**

- a. Session acknowledges Lewinsville’s role in the Tysons Interfaith Partnership – by 6/10/2014.
- b. The participants in the Partnership will make recommendations to Session regarding next steps by 10/1/2014, when an implementation group could be formed.
- c. Implementation Group presents report and recommendations to Session – by 12/2014.

**9. Improve Lewinsville’s Existing Financial, Stewardship and Budgetary Processes**

- a. Session appoints Task Force to evaluate Lewinsville’s financial operations and study best practices at other churches – by 6/10/2014.
- b. Task Force meets – by 7/1/2014.
- c. Task Force presents recommendations to Session regarding financial and budgeting processes – by 1/2015.
- d. Session adopts or amends recommendations – 2/2015.
- e. Implementation Groups present their budgets for their functions for Fiscal Year 2015 and pro forma budgets through 2021 to Session and the Task Force – 2/2015.

- f. Task Force presents a consolidated budget and proposes the means to obtain the required capital and operating funds; budget includes suggested goals, metrics and timeline for each group and the church as a whole – 4/2015.
- g. Groups accept or amend their respective goals and metrics; Session accepts – 5-6/2015.

Potential metrics for consideration by Task Forces and Groups to ensure that our membership rolls and pledging units remain adequate to support the necessary financial, staff and budget requirements of this Strategic Plan are suggested as follows:

- h. Increase valid membership rolls by 5% (net increase of 33 members) in 3 years - by 4/2017.
- i. Increase aggregate membership rolls by additional 2% annually thereafter.
- j. Increase number of pledging units by 5% (net increase of 11 units) by 4/2016, and by 10 units each year thereafter.
- k. Increase average pledge or other contributions per pledging unit by 3% per year – 1/2015.
- l. Determine the capital funding requirements implicit in the Plan and develop proposal for raising funds – 5/2015.

*Respectfully submitted,*

*Jim Edmondson, Chair  
Strategic Planning Committee*

*Committee Members*

*Phil Church  
Doug Cochrane  
Tonya Deyo  
Irene Foster  
Roy Mitchell  
Adrian Steel  
Linda Toner*

*Deborah McKinley, Pastor*

*And whatever you do, in word or deed, do everything in the name of the Lord Jesus, giving thanks to God the Father through him.*

Colossians 3:17