



Lewinsville Presbyterian Church

Structural Task Force Report and Recommendations to Session

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Background

- **Formed November 7, 2015, at Session Retreat**
- **Purpose – Review Ministry Group Structure to Improve Connectivity and Communication**
- **Approximately 25 Ministry Group Meetings and 400 person hours**

Executive Summary of Findings-1

- **Ministry Groups Generally Not Familiar with Strategic Plan**
- **Nor with Session Handbook Requirements or Procedures**
- **Communication Between/Among Session and Ministry Groups Spotty**
- **Succession Plans Non-Existent**

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Executive Summary of Findings-2

- **Ministry Groups Lack Objective Goals, Objectives and Key Measurement Metrics**
- **Membership, Worship Attendance and Fund Raising Stagnant for Past 5 Years**
- **Two Key Ministry Groups Have No Chairs**
- **Ministry Groups Tend To Be Siloed and Driven by Short Term Objectives**

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Executive Summary of Findings-3

- **Meetings Lack Big Picture Planning**
- **Session Not Taking Adequate Leadership Role**
- **Staffing Not Aligned With Strategic Plan**

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Christian Education Findings-1

- **Inadequate Description of Structure and Operations in Session Handbook**
- **No Chair for Past Year**
- **No Overall Ministry Group Meetings**
- **Children's Ministry, Youth Ed., and Adult Ed. Operating Independently**

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Christian Education Findings-2

- **Limited Lay Leadership in Children or Youth Areas**
- **Little Coordination Between Adult Ed. and Others**
- **Recent Discussions Among Staff Seeking to Broaden Approach and Appeal**

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Christian Education Recommendations

- **Appoint Ministry Group Chair and Vice-Chair**
- **Re-designate 3 Sub-Groups as Committees**
- **Discuss and Work to Strategic Plan**
- **Better Coordination with other Ministry Groups**
- **Head of Staff Work with Staff to Develop and Implement New and Broader Approaches**

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Faith & Public Policy Group Findings

- **Very Successful Over the Years**
- **Formally Recognized and Upgraded in the Strategic Plan**
- **Excellent Charter with Precise List of Goals and Objectives**
- **Creates Both Congregational and Community Interest**

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Faith & Public Policy Group Recommendations

- **Rename as a Committee and Merge into Mission and Service Ministry Group**
- **Session Adopt a Goal to Make LPC a Regionally Acknowledged Center of Excellence for Faith and Public Policy Issues**

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Tysons Initiative Findings-1

- **No Reference in Handbook**
- **Tysons Initiative Partnership Consists of Churches, Businesses and Other Stakeholders**
- **LPC Pastors and Lay Leaders Attend Tysons Initiative Partnership Meetings**

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Tysons Initiative Findings-2

- **Activities in the Tysons Area Include Helping with ESL and Activities at Westgate Elementary School**
- **Needs Greater Visibility Within LPC to Become More Effective**

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Tyson's Initiative Recommendations

- **Rename as a Committee and Merge into Mission and Service Ministry Group**
- **Identify a Liaison in All Other Ministry Groups with an Intentional Tyson's Initiative Orientation**
- **Session Adopt a Set of Goals, Objectives and Metrics to Track Progress**

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Mission and Service Group Findings

- **Heavily Focused on Programmatic Initiatives**
- **Several New Activities**
- **Many Activities Have Only One or Two Champions**
- **High Level of Staff Support**
- **Some Mission Related Activities Not Presently Part of Ministry Group**

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Mission and Service Group Recommendations

- **Merge Tysons Initiative, Children & Families, and Faith & Public Policy into Mission and Service Ministry Group**
- **Merge Summer and Winter Mission Projects into Mission and Service Ministry Group**
- **Enhance Youth and Young Adult Participation**

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Membership Ministry Group Findings-1

- **Membership Is Declining**
- **Approximately 30% of Members Over 70**
- **No Chair--Committee Has Not Met for 10 Months**
- **No Designated Staff Person or Session Liaison**

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Membership Ministry Group Findings-2

- **Handbook Does Not Have as a Goal Seeking New Members**
- **Handbook Does Not Have:**
 - Structure
 - Composition
 - Principles
 - Goals
 - Objectives
- **No Evangelism Activities**

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Membership Ministry Group Recommendations-1

- **Rename as a Committee and Merge Membership into the Membership & Congregational Care Ministry Group**
- **Redraft the membership portion of the Session Handbook to reflect this new structure**

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Membership Ministry Group Recommendations-2

- **Session Establish Priorities, Key Initiatives and Measurement Metrics to Direct, Assist and Encourage Membership in Seeking New Growth**
- **Encourage Membership Committee to Provide Recommendations to Other Ministry Groups to Attract New Members**

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Parish Life and Care Group Findings-1

- **Responsible for Many Disparate Activities – Most Operate Independently**
- **Regular Meetings**
- **High Level of Staff Support**
- **Meetings Typically Consist of Reporting**
- **Lay Position Vacancies**

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Parish Life and Care Group Findings-2

- **Attempting to Implement Strategic Plan but Progress Slow Due to Committee Vacancies**
- **Not Using Fellowship One Software to Recruit Volunteers**

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Parish Life and Care Group Recommendations-1

- **Change Name from Parish Life & Care to Membership and Congregational Care Ministry Group**
- **Merge Membership Ministry Group into the renamed Ministry Group as a Committee to Provide a Higher Profile for New Member Initiatives**

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Parish Life and Care Group Recommendations-2

- **Merge Young Adult Catalyst Group into Parish Life & Care as a Committee to Provide Greater Opportunities for Overall Integration into LPC Activities**
- **Establish Priorities, Key Initiatives, Metrics, etc. for Membership and Young Adult Catalyst Committees**

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Worship Ministry Group Findings-1

- **Secular Trends and Changing Demographics Require Experimentation with Service Types, Times, Content, etc. to Appeal to Young Families and Others**

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Worship Ministry Group Findings-2

- **Worship Ministry Group Meets Regularly**
- **Has Good Staff Support**
- **Strategic Plan Discussed Initiatives but Did Not Set Specific Goals or Objectives**
- **The Session has not identified specific directives and/or initiatives for the Group**

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Worship Ministry Group Recommendations-1

- **Encourage Worship to Reach Out to Other Ministry Groups with an Eye to Adapting Worship Services to Appeal to a Broader Constituency**
- **Session, in Cooperation with Worship, Identify Key Initiatives to Undertake in Support of Appealing to a Broader Constituency**

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Communications Group Findings-1

- **Provides Oversight for All Communication Vehicles at LPC**
- **No Reference in Session Handbook**

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Communications Group Findings-2

- **Role is to Provide Needed Support for All Ministry Groups and LPC and to Establish Consistent Brand Messaging**
- **Operating as a Stand Alone Ministry Group Has Not Served the Goal of Improved Internal Coordination Between/Among Ministry Groups**

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Communications Group Recommendations

- **Merge Communications into the Current Management Ministry Group as a Committee**
- **Designate a Current Staff Person to Provide Support Directly to the Communications Committee and Other LPC Ministry Groups and Committees**
- **Include in Session Handbook**

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Management Ministry Group Findings-1

- **Many Inconsistencies in Section 5 of Handbook**
- **Has Not Been Operating as Described in Session Handbook**
- **Management Ministry Group Primarily Operates as Administration Committee**
- **Finance, Stewardship and Personnel Operate Independently with Little Communication Within Management Ministry Group**

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Management Ministry Group Findings-2

- **Finance Committee Rarely Meets**
- **Session Not Receiving Current Financial Reports**
- **Chairs of MMG, Administration and Personnel Are Not Sitting Elders**
- **No Church Administrator—Huge Impact on MMG Members and Head of Staff**

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Management Ministry Group Findings-3

- **Stewardship and Budget Cycle Out of Sync**
- **Current Staff Positions Do Not Align Well with Strategic Plan**
- **Fellowship One Not Understood and Rarely Used**

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Management Ministry Group Recommendations-1

- **Revise Session Handbook to Eliminate Inconsistencies with Regard to MMG**
- **Rename Administration Committee the Facilities Committee**
- **Require that Chairs of MMG, Facilities, and Personnel Be Sitting Elders**

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Management Ministry Group Recommendations-2

- **Committee on the Pastorate (COMPAS) will report directly to Session**
- **COMPAS should consist of three sitting elders to be selected by Session**
- **Require that MMG Meet at Least Quarterly and Coordinate Committee Activities**
- **Merge Communications Into MMG**

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Management Ministry Group Recommendations-3

- **Previous Month's Financial Report Reviewed by Treasurer & Finance Committee Prior to Session Meetings**
- **Fulfill Church Administrator Functions**
- **Head of Staff and Personnel to Develop Appropriate Metrics and Goals to Annually Evaluate Staff**
- **Establish Task Force to Evaluate Fellowship One Software**

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Congregational Nominating Committee Findings

- **Chosen by Congregation; Must Have 2 Elders, 1 Deacon and at Least 4 At-Large Members From Congregation**
- **Handbook Does Not Follow Book of Order Requirement for One Sitting Elder and Does Not Specify that Pastor Serving Ex Officio is non-voting**
- **Chair Not Rotated as Specified in Handbook**

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Congregational Nominating Committee Recommendations-1

- **Modify Session Handbook to Follow Book of Order That One Sitting Elder Required**
- **Modify Handbook to Follow Book of Order That Pastor Serving *Ex Officio* Does Not Vote**
- **Establish Succession Plan With Vice-Chair Moving Up To Chair Annually**

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Findings that Apply to All Ministry Groups

- **Many similarities in the way the Ministry Groups operate and the issues they face**
- **STF has a number of recommendations that apply to all of the Ministry Groups to address these commonalities**

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Recommendations that Apply to All Ministry Groups-1

- **Hold quarterly meetings (at least) of Chairs of all the Ministry Groups**
- **Establish terms of office and succession plans**
- **Limit terms of Chairs of Ministry Groups and Finance, Personnel, and COMPAS Committees to no more than three consecutive years**

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Recommendations that Apply to All Ministry Groups-2

- **Fill all vacancies in Chairs and Vice-chairs**
- **Include in each Ministry Group meeting a discussion of the Strategic Plan and the Group's activities with respect to the Strategic Plan**
- **Establish a more substantive and strategic focus of Ministry Group meetings. Share electronically information of a more routine nature**

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Recommendations that Apply to All Ministry Groups-3

- **Develop Charters, to be approved by Session, that describe the purpose, goals, composition and structure of the Group**
- **Ensure that Ministry Groups and Committees are aware of and perform their respective duties as called for in the (revised) Session Handbook**

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Findings Regarding Session

- **Session tends to play a reactive, rather than a proactive role**
- **Session has not played a strong leadership role with regard to the Strategic Plan and the budget process**
- **The Strategic Task Force has recommendations intended to strengthen the Session's role**

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Recommendations Regarding Session-1

- **Work with each Ministry Group to establish annual goals, objectives, key initiatives and measurement metrics, including ones related to the Strategic Plan**
- **Provide direction to the Ministry Groups to ensure that the Strategic Plan and other initiatives are considered appropriately in the goals and activities of the Ministry Groups**

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Recommendations Regarding Session-2

- **Establish budget priorities consistent with the Strategic Plan and other initiatives at the start of the budget preparation cycle**
- **Establish a Task Force to revise the Session Handbook to eliminate inconsistencies and to reflect the recommendations of this Task Force**

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Recommendations Regarding Session-3

- **Define the role and duties of Session liaison**
- **Provide for education and training of all Ministry Group and Committee Chairs and Vice-Chairs on their respective duties as called for in the (revised) Session Handbook**

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Recommendations Regarding Session-4

- **Include time in every Session meeting for discussion of the Strategic Plan and its implementation, and an Executive Session**
- **Consider moving the annual Session Retreat from Fall to Spring, beginning in 2017**

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Recommendations Regarding Session-5

- **Work with the Head of Staff, Personnel Committee, and others to realign staff positions with the Strategic Plan and this Report**

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Summary and Conclusions

- **Leaders and Members of LPC Ministry Groups Hard Working and Dedicated**
 - **But Hampered by Many Structural Deficiencies**
 - **And Inconsistent and Confusing Handbook Guidance**
- **Inadequate Knowledge and Application of Strategic Plan**
- **Will Discuss in Detail at Called Meeting on May 3, 2016**

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