

STRATEGIC PLANNING

FINAL PRESENTATION



First Presbyterian Church
of Metuchen

Where God's Love Welcomes All

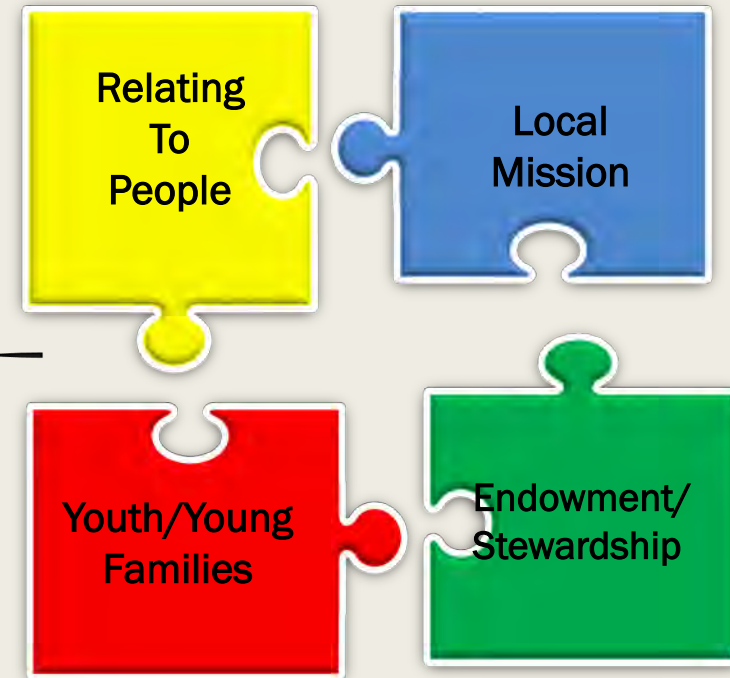
August 2021

**In October 2020, a committee was formed
to develop strategic plan to shape our
church for the next 3-5 years**

**Committee Chair: Niall Corbalis
Committee Co-Chair: Gail K. Stein**

We Started By Seeking Answer to These Questions - Found Common Themes and Formed Four Groups to “Dig Deeper”

- How will our church grow? (e.g., bigger, tighter-knit, focused)
- What would it look like for our congregation to become more alive, more authentic?
- What ministries need to be reimagined? (e.g., worship, Christian education, mission, fellowship, outreach)
- What does sustainable stewardship look like? (e.g., endowment growth, no debt, greater pledge contributions)
- What would be the sign of moving in the right direction? (e.g., more of . . . , less of . . . , or, something altogether new)
- What do you think of the virtual church? (e.g., significance, inconsequential)
- What does the next generation of the church look like to you? (Not someone else)
- Where is God sending us in mission? (e.g., racial justice, food insecurity, housing, foreign partners, ecumenical)
- What question aren't we asking that we should be?



Each Group represents a “Piece of the Puzzle” that forms the Strategic Plan



- Jan Margolis
- Niall Corbalis
- Holly Distefano
- Don Wallace
- Nancy Regan
- Mark Haulenbeek
- Nancy Kipnis

- Linda Boughton
- Sarah Teti
- Don Wallace
- Fran Brennan
- Colleen Walker

- Linda Boughton
- Jan Margolis
- Nancy Leardi
- John Fong
- Joanne Bedenek
- Brenda Day
- Julie Bourne
- Jennifer Thompson

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|-------------------|---------------------|
| ■ Don Wallace | ■ Rob Rosko |
| ■ Gail Stein | ■ Scott Walters |
| ■ Rev Garry | ■ Sue Harmon |
| ■ Mary Hanley | ■ Gary Ostermueller |
| ■ Kevin Trolaro | |
| ■ Matt Redshaw | ■ Jen Fong |
| ■ Roland Staal | ■ Lori Kellnor |
| ■ Grace Hammesfar | |

Key Themes That “Rose to the Top”

■ Fellowship, Outreach, Programs and Events

- *While church and spirituality are our heritage, outreach needs to be inclusive of both secular and spiritual as well as openly welcoming for all*

■ Space:

- *Fellowship space needs to be re-imagined - make better use of Social Center and determine to how to encourage people to use it*
- *Food Pantry needs more space to service increased demand*
- *CE Building used by CNS should be multi-use for both CNS and FPC*

■ Staffing/People :

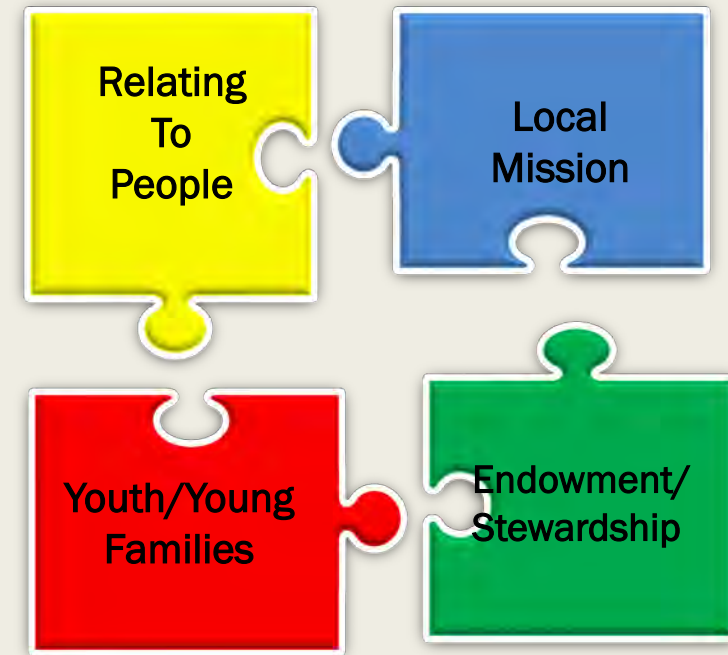
- *Our Pastoral staff is focused on key areas (Session, Youth, Mission etc.) and is currently at capacity.*
- *Creative ideas are needed to ensure that all committees, needs and programs have needed leadership and guidance*

■ Website/Communications

- *Re-envisioned as the “Front Door “ to our Church.*
- *Must be user-friendly, welcoming, able to provide needed communications, easy to use registration and giving areas as well as better access to live streaming, sermons etc.*

■ Endowments

- *Need to provide better understanding of endowment, What it means,, how it’s built , how it works how/when we use it and how/when we don’t use it*



**Overall Theme - - GROWTH of our Church -
It's embedded in every part of the Strategic Plan**

“Relating to People” Sub-Committee’s Findings

Need	Recommended Actions
<u>Fellowship and Communications</u> - both live and virtual - need to be enhanced/improved	<ul style="list-style-type: none"> • <u>Social Center</u> - target “hub” area for fellowship vs Rm 109 which is too small. Address ways to encourage people to join (i.e., golfcarts for those in need?) • <u>FPC Website</u> - is a driving force - it’s the “front door” to our Church - currently site is being re-done <ul style="list-style-type: none"> • Needs to be will be inclusive, user friendly and interactive
<u>Community Outreach</u> - to be more of a balance of secular and spiritual programs and continue to signal inclusiveness and welcoming to all	<ul style="list-style-type: none"> • <u>Secular Inclusion</u> : offer more varied events (i.e. Dine-In movies with family friendly vs religious themes) • <u>Spiritual Inclusion</u> : Small group ministries for education and spiritual development • <u>Mix of both</u> : Lenten + secular concerts; healing/holiday + civic/issue focused vigils, etc. • <u>Website presence</u> – provides information, show inclusiveness (i.e. include Pride symbol as on FPC message board)
<u>Deacons</u> can be key drivers of fellowship and outreach – but they need dedicated Staff/Pastoral leadership	<ul style="list-style-type: none"> • <u>Staffing</u> Pastoral Staff are at capacity - focused on Session, Youth and Mission , as well as other Pastoral needs. Thus additional /dedicated staff needed to lead/guide Deacons to set them up for success <ul style="list-style-type: none"> • <i>Consider providing stipend to Pastors of smaller area churches (i.e. Chris Houtz of First Pres Iselin ; Glory Thomas, of Oak Tree Pres.) to focus on/lead/encourage FPC Deacons</i> • <i>Seminarians can also assist, but not the long-term solution</i>

“Local Mission” Sub-Committee’s Findings

Need	Recommended Actions
<p>Food Pantry Is a known and trusted haven to combat food insecurity in the community. Seamlessly expanded services to serve increased community need during the pandemic.</p> <p>Beyond needed service provided to community, Food Pantry is a very marketable asset to FPC.</p>	<ul style="list-style-type: none"> • Client Choice – Return to this format; continue to serve Metuchen /Edison residents (85% of current clients) • Delivery Service – a necessary function added during the pandemic, continue this service – assuming available volunteers • Expansion of space – Food Pantry needs larger footprint to continue its service to the community . With most of the funds already there by way of community donation, an expansion is necessary. • Website presence – enhance presence within revised site for information as well as to request for donations and volunteers
<p>Community Nursery School (CNS) and FPC need to enhance their relationship - would be beneficial to both entities. While secular, CNS can drive FPC membership (and vice versa).</p> <p>As with Food Pantry, CNS is a very marketable asset to FPC.</p>	<ul style="list-style-type: none"> • Space - Requires some renovations – Additionally multipurpose room to serve both CNS and FPC needs • Staffing – additional staff needed to “flip” room for different needs. Also, current cleaning company is not up to par. Consider changing company and/or hiring person to both “flip” and clean <ul style="list-style-type: none"> • Need to determine source of funding • Tuition Discounts for FPC Members – consider increasing from current 5% (to 10 or 15%?) • Website presence – enhance presence within revised site for information and seamless registration forms

“Youth & Young Families” Sub-Committee’s Findings

Need	Recommended Actions
<p><u>Fellowship and Outreach</u> areas where youth and young families can be introduced to our church, become involved and grow membership</p>	<ul style="list-style-type: none"> • <u>Social Center</u> – becomes a “fellowship hub” for Movie nights, Coffee hours etc. <ul style="list-style-type: none"> • Consider ending Sunday School sessions in Social Center so parents would be more likely to attend coffee hour /2nd hour forums etc • <u>Both Secular & Spiritual Outreach</u> – strike the “right balance” between religion and sensitivity to more secular attendees
<p><u>Programs and Partnerships</u> provide opportunities to expand FPC’s presence within the community</p>	<ul style="list-style-type: none"> • <u>Moms + Kids</u> programs –open to anyone in the community (not just members) <ul style="list-style-type: none"> • Church shouldn't be the focus, but programs can lead to church interest • <u>Mental Health/Social programs</u> - Yoga, Wine & Cheese (consider admission fee) • <u>Partnerships</u> could include Metuchen Library (outreach), Manasquan Bank and Met/Ed. “Y” –(volunteering programs) • <u>Area Churches</u> – offer FPC services to churches who cannot accommodate these activities; their Pastors can help with staffing
<p><u>Website Presence</u> required especially for new /young families in the community.</p>	<ul style="list-style-type: none"> • <u>Ensure specific Youth page(s)</u> on new web site <ul style="list-style-type: none"> • Vital for information as well as registration forms • Needed for connection and inclusion
<p><u>People</u> -Current staff is at capacity – Additional Staff / volunteers needed;(we are pushing forward with add’l programs - almost against ourselves)</p>	<ul style="list-style-type: none"> • <u>Volunteers needed</u> to run events, teach classes <ul style="list-style-type: none"> • Consider outreach to Grandparents /form a “retirement level” ministry ; uses their experience and could bring in families or parts of families • <u>Additional Staffing</u> could be another way of using local Pastors – as we include their congregations in some of these programs. • <u>Seminarians</u> can also be of help here short term

“Endowment/Stewardship” Sub-Committee’s Findings



Need	Recommended Actions
<u>Little understanding of Endowment</u> – among congregation which leads to confusion and potentially limits giving	<ul style="list-style-type: none"> • Develop new catalogue – that groups the current 14 funds in 3 major groups . <ul style="list-style-type: none"> • Mission • Education/.Fellowship/Music • Operations • Demonstrate balances and “drawdowns” from the 3 groups • Provide “Endowment 101” second Hour Forum to explain how endowments were formed, how they work etc.
Preservation Fund needed to offset maintain /repair building and grounds	<ul style="list-style-type: none"> • Grow current Preservation Fund which falls under “Operations group” <ul style="list-style-type: none"> • \$100k donation recently received • Session voted to grow fund to \$500k prior to drawing down • Once at goal, a draw of 4% would provide \$20k/year for upkeep
Debt Reduction is required to grow funds , particularly Preservation fund	<ul style="list-style-type: none"> • Determine opportunities for donation and patronage <ul style="list-style-type: none"> • Current debt payments ~\$80k /year • Reduction to this could fund needed upkeep until Preservation fund reaches goal • Seek ways to explain to congregation the importance of debt reduction
Website (under renovation) needs clear “giving” page	<ul style="list-style-type: none"> • Develop User friendly page for giving <ul style="list-style-type: none"> • Endeavor to have link with Servant Keeper

Longer Term Considerations



Ideas surfaced that require further research and feasibility study

Findings	Recommended Actions
<u>Better Inclusion/Integration with Indonesian Fellowship</u>	<ul style="list-style-type: none">• <u>Discuss needs with key members of the Indonesian Fellowship</u><ul style="list-style-type: none">• Is an Indonesian Pastor needed on staff?• What other areas are needed to make Indonesians feel more a part of FPC• How can we encourage more membership among this Group?
<u>Potential need for Social Services for Food Pantry and possibly CNS</u>	<ul style="list-style-type: none">• <u>Determine what services are needed</u><ul style="list-style-type: none">• What are most common issues observed?• Is there need for a Bi-lingual Professional?• Is there need for Full time or Part time services?• Consider hiring Professional once services/need is better defined
<u>Inclusion for Children with Special Needs</u>	<ul style="list-style-type: none">• <u>Determine need (physical vs learning disabilities)</u><ul style="list-style-type: none">• If Physical – what alterations are needed to buildings?• How to fund?• If learning is special educator needed?

Summary of Findings

Relating to People

- Fellowship + communications need to be enhanced
- Community Outreach mix of secular and Spiritual
- Social Center = fellowship hub (coffee time, 2nd hrs)
- Deacons play expanded role, with dedicated Pastoral leadership
- Website needs to be front door - communications and information provider

Local Mission

- Food Pantry
 - Expanded space
 - Delivery service
- Community Nursery School
 - Enhanced Relationship with FPC
 - Shared/multipurpose space (CNS+FPC)
 - Staff needed to manage/clean space
- Food Pantry + CNS are both marketable to Community
- Website presence needed for donations, volunteers and registrations

Youth/Young Families

- Fellowship + Outreach –to be both secular+ spiritual
- Social center=Fellowship “hub” (Sunday School pickup/Coffee hr.)
- More Events, Programs and Partnerships for FPC members and community
- Volunteers + additional staffing needed
- Website presence needed for new+ young family communications

Endowment/Stewardship

- New catalogue needed to organize funds
- “Endowment 101” to educate congregants on how it works/builds
- Develop and grow Preservation funds to maintain campus
- Endeavor to reduce debt
- Website presence needed for information and seamless giving

How We Bring it Together



Three Year Action Plan

Three Year Action Plan to “Solve” the Puzzle

Steps	Year One (Sept '21-Aug '22) Goal	Year Two (Sept '22-Aug '23) Goal	Year Three (Sept'23-Aug'24) Goal
FPC Website - Re-envisioned <ul style="list-style-type: none"> Outward focused, User friendly Communications tool 	<ul style="list-style-type: none"> Revised Site goes live Fall 2021 	<ul style="list-style-type: none"> Enhance content based on Congregation, Commission + Committee feedback 	<ul style="list-style-type: none"> Hire permanent Staff member to keep site current + vibrant
CNS + FPC <ul style="list-style-type: none"> Better Relationship + shared space Review and revise CNS policy and operational management 	<ul style="list-style-type: none"> Launch Multi-purpose room, Create FPC task force to review/revise CNS operations management Recommendations by June 2022 	<ul style="list-style-type: none"> Implement revised CNS Ops Management recommendations Continue to integrate shared space (CNS/FPC) 	<ul style="list-style-type: none"> Continue refine CNS policy and revised operational Management Establish FPC/CNS person advisory board to maintain relationship
Staffing/People /Deacons <ul style="list-style-type: none"> Consider outside Pastors Restructure Deacon Leadership+ by-laws to be Pastor led (or Co-led) Encourage “Senior” Ministry 	<ul style="list-style-type: none"> Engage local Pastors to determine interest, availability; discuss w/ Finance /Personnel Comms. Establish small Group to address Deacons leadership and by-laws 	<ul style="list-style-type: none"> Local Pastors now on board to lead Deacons Ministry Develop Grandparents + Youth/Sr. Citizen Ministries 	<ul style="list-style-type: none"> Evaluate need for additional staff (i.e. Social Worker, Special Ed, Indonesian Pastors) and include in budget planning
Fellowship + Outreach <ul style="list-style-type: none"> Social Center as “fellowship hub” Secular and spiritual events and programs 	<ul style="list-style-type: none"> Arrange to end Sunday School at Soc Center Develop schedule of monthly programs + events 	<ul style="list-style-type: none"> Purchase 2 golf carts to ferry congregants in need to Soc. Center Launch full slate of programs 	<ul style="list-style-type: none"> Increase use of Social Center beyond current programs
Food Pantry <ul style="list-style-type: none"> Expanded space + deliveries 	<ul style="list-style-type: none"> Return to Client Choice Continue deliveries Select Architect for expansion 	<ul style="list-style-type: none"> Physical expansion of space completed; larger Pantry in operation 	<ul style="list-style-type: none"> Evaluate need to join with other churches to further expand
Endowment + Stewardship <ul style="list-style-type: none"> Provide Endowment 101; Reduce debt; grow preservation fund 	<ul style="list-style-type: none"> Organize funds Create Endowment 101 2nd hour forum 	<ul style="list-style-type: none"> Increase Preservation fund to \$350k by end of year 2 Develop plan/ fundraiser to address debt reduction 	<ul style="list-style-type: none"> Reach Preservation fund goal of \$500k by end of Year 3 Reduce annual debt front \$80k to \$60k

Thank You!!



Committee Chair: Niall Corbalis
Committee Co-Chair: Gail K. Stein