



LONG RANGE PLANNING TEAM FINAL REPORT

Submitted to the Session of First Presbyterian Church, Durham NC

Humbly submitted on June 20, 2019 by:

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Priority 1. Strengthen Connections within FPC

Strategies and Tactics	Responsible Parties	Resources Needed	Outcome Measures	Key Timing	Financial Implications
Goal 1: Enhance connections through pastoral care 1. Strengthen strong care teams, visitation teams, and deacon flower delivery; include family in crisis care teams as needed 2. Add support groups as appropriate (i.e. grief, aging parents, Alzheimer's, caring for special needs children) 3. Aspirational goal of starting a Stephen Ministry (SM)	1. Susan Dunlap & pastoral care team are successfully managing. What (if any) changes needed? History of this effort? 2. Pastoral Care committee to begin leading effort 3. Need advocates (a couple members) to explore Stephen Ministry, lead ad hoc committee to session which would be charged with making a proposal likely will need SM staff coordinator, and member volunteers	1. Deacon to work with Susan & keep track of which teams are working with whom 2. Stewardship Committee collect information from time & talent sheets; Set up database with coordinator (maintain privacy) 3. A few members to lead effort; a staff liaison, connect with other churches who are using SM in Durham	1. Deacon to work with Susan on for tracking her team's engagements, (simple spreadsheet) 2. Make use of planning tools and make use of connections by members (track number of requests?) 3. Proposal to session	1. Ongoing as needed, dependent upon the congregational needs 2. Launch during stewardship season, fold into the new membership orientation 3. Proposal to session for funding to determine timing	1. Limited -- teams have provided resources; may need to access pastors' discretionary funds at times usually minimal -- members contribute what is needed 2. Software costs for database / personnel costs to set up and coordinate? 3. Stephen Ministry fees, \$5-8K one time startup fee and \$3-5K annual expense budget item; (if proposal approved by session)

Priority 1. Strengthen Connections within FPC (Con't)					
Strategies and Tactics	Responsible Parties	Resources Needed	Outcome Measures	Key Timing	Financial Implications
Goal 2: Increase connections through fellowship groups and gatherings <i>(i.e. intergenerational, Lenten dinners, neighborhood meals, brewery meetups, supper clubs, etc.)</i> - Continue monthly fellowship meals - Maintain current fellowship groups (e.g. First Friends, Scratch, Books that Matter, Basketball, Coop gatherings) - Add small, short-term group fellowship (e.g. intergeneration, social, study, neighborhood or some combination)	- Fellowship committee plus Cris & Beth - Fellowship group leaders (ideally with support from Deacons) - central person(s) to organize (subcommittee for Fellowship) / help group leaders with organizational efforts; need a pair of leaders for each group	- currently relying on Cris & Beth but need more support - leader from congregation - need central administrative leadership (ideally from congregation OR this is place a membership coordinator could work); also need leaders for each group (from congregation)	1-3. Participation, good awareness of the options available (intentional communications; connect with membership on how they orient new members)	- ongoing, once/month - ongoing - two-three times a year (each round with 3-5 meetings for the set of groups)	- church meals are subsidized, in fellowship budget - minimal - minimal; budget for communication
Goal 3: Increase connections through enhanced communication and use of Technology - Utilize new technologies and document sharing platforms for more effective communication and collaborative work among staff, congregation, and committees (e.g. bulletin, newsletter, youth, Instagram, website, fellowship meals, committee work, etc.) - Enhance donation options (e.g. swipe, Venmo)	- staff and committee chairs - Finance committee	- possibly need new software options - software, staff training	- engagement, participation - increased donations from non-traditional methods	- ongoing - immediate	- minimal - any fees associated with software usage

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Goal 4: Enhance connections through a more welcoming, accommodating physical plant 1. Enlarge Fellowship Hall (big enough for congregational gathering, outfitted with technology upgrades, etc.) 2. Upgrade kitchen to commercial standards (fellowship meals, also affects Day School) 3. Increase parking (make sure sufficient space for evening worship, meetings / may have issues as construction starts in current lot)	1-3. Work with Property committee to create a facilities plan	1-3. Capital Campaign Consultant, followed by architectural consultant	1-3. TBD, decision about Capital Campaign	1-3. Start process beginning of 2020, in preparation for 150-yr birthday of FPC	1-3. Possible need for Capital Campaign

Priority 2. Strengthen Connections with Durham Community

Strategies and Tactics	Responsible Parties	Resources Needed	Outcome Measures	Key Timing	Financial Implications
Goal 1: Welcome visitors and increase visibility in community - Continue and increase postcard mailings to residents nearby (including letter from pastor to all new residents) - Plan/implement greater community outreach (staff, volunteer, and financial implications) - meals and/or fall fest/spring fest - provide community classes, i.e. parenting, financial literacy, etc. - add pop-up events (sing-along, chapel); performance space and art exhibits; unlocked walk-in prayer space - Increase online presence and engagement including website redesign (staff implications) - Hire part-time membership/outreach coordinator (financial implications)	- Staff, Deacons, Mindy/Marilyn a. Fellowship Committee b-c. TBD on topic/event - John Weicher to advise (possible part-time staff to manage?) - Membership Committee, Mindy	- Staff time and minimal supplies cost a. Cris/Beth and volunteers plus funding for food b. Membership/Outreach coordinator; contract faculty for classes, plus volunteers c. Staff plus volunteers - Staff plus volunteers - Funding identified	- Number of contacts and responses a. Attendance at events; resulting attendance at worship b-c. Classes held and attendance - Number of hits per month - Coordinator in place	- Planning in 2020; implement 2021 a. Planning 2020; implement in 2021 b. Planning 2021; implement 2022 c. Planning 2020; implement 2021 2020 - Planning 2020; hire 2021	- Staff time to develop mailing lists a. \$1,000 per event b. \$3-5K per year c. \$3-5K per year \$7-10K per year \$30-35K Per year

Priority 2. Strengthen Connections with Durham Community (Con't)

Strategies and Tactics	Responsible Parties	Resources Needed	Outcome Measures	Key Timing	Financial Implications
Goal 2: Support and Enhance Local Mission 1. Redesign Walk-in Ministry interview/consult space 2. Redesign volunteer desk so it is more front and center 3. Work with local nonprofits and business to create a long-term partnership model (e.g. provide office space, if available, for local non-profits) 4. Build upon and enhance outreach opportunities such as current tutoring program at Iglesia Emanuel and prison ministry 5. Assess the Day School's place within FPC's mission	1. Service/Mission Subcommittee /staff 2. Property Committee 3. Property Committee/Service and Mission 4. Service and Mission 5. Service and Mission/Christian Education/Session	1. Property upgrades - security, Capital Campaign 2. Property changes, staff to help manage, Capital Campaign 3. Staff /volunteers to help manage, Capital Campaign 4. Additional volunteers and facility to meet additional needs 5. study to assess FPC investment in Day School and its congruence with FPC mission/facility capability	1. walk-in ministry participation 2. satisfaction of participants/volunteers and staff 3. participation by local non-profits 4. tutoring participation at IE/ volunteer participation in prison ministry 5. Greater awareness of FPC involvement and commitment to Day School.	1. assess, make determination by end of year 2. planning in 2020 3. planning in 2020 with implementation depending on facility upgrades 4. 2019-2020 as part of Stewardship Campaign; may require facility upgrades 5. Appointment of Ad Hoc Committee in 2020	1. Funds to renovate physical space-- possible Capital Campaign 2. Funds to renovate physical space-- possible Capital Campaign 3. Funds to renovate physical space-- possible Capital Campaign 4. Depending if facilities are upgraded 5. Funds related to Education Bldg renovations; possible consultant to assist assessment process

Priority 2. Strengthen Connections with Durham Community (Con't)

Strategies and Tactics	Responsible Parties	Resources Needed	Outcome Measures	Key Timing	Financial Implications
Goal 3: Promote advocacy work related to our core values 1. Increase volunteer and financial involvement in Durham CAN and NC Council of Churches (NCCC) 2. Continue to participate in walks, vigils, and protests that promote racial and social justice (HKonJ; Moral Monday; Pride: Durham, NC; Women's March; March for Education; gun control, etc.) 3. Continue to publicly declare our stance on key policy issues related to the poor, marginalized, and voiceless (e.g. drafting public letters to legislators)	1. Staff and Session/Service and Mission Committee 2. Service and Mission Committee 3. Staff/ Session/ Service and Mission Committee	1. Additional volunteers/Staff time 2. Staff and volunteer time 3. Staff and volunteer time	1. Level of involvement in Durham CAN and increased activity with NCCC 2. Increased participation in these events 3. Increased visibility of FPC on key social issues	1. 2019 and beyond 2. 2019 and beyond 3. 2019 and beyond	1. Minimal to \$2-3K 2. Minimal 3. None

Priority 2. Strengthen Connections with Durham Community (Con't)

Strategies and Tactics	Responsible Parties	Resources Needed	Outcome Measures	Key Timing	Financial Implications
Goal 4: Share our building with non-profits and organizations related to our core values 1. Continue supporting groups we have supported in the past a. MLK Jr Committee events b. Non-profits c. Support groups d. Music groups e. Other, as approved 2. Enhance/upgrade the facilities and staffing a. Increase the number of bathrooms/enhance improve bathrooms (financial implication) b. Add staff member to deal with building usage-access, security, maintenance, etc. (financial implication) c. Provide additional funding to maintain our facility (add to endowment) d. Kitchen upgrades e. Larger fellowship hall	1. Staff/Worship and the Arts Committee/Service and Mission Committee 2. Property Committee/Session/Personnel Committee	1. Staff and volunteer time 2. Major upgrades to church facilities and staff to oversee building use	1. Number of individuals and groups using the facilities for activities and events 2. Completion of major renovations or new construction of facilities designed to meet future needs and additional staff hired to oversee facilities	1. 2019-2025 2. Initiate planning process in 2020	1. Minimal 2. Dependent on costs of major capital improvements supported by Capital Campaign 2. \$30-40K (staff member salary)

Priority 3. Foster a Culture that Promotes Racial Understanding, Awareness, Inclusion & Equity

Strategies and Tactics	Responsible Parties	Resources Needed	Outcome Measures	Key Timing	Financial Implications
Goal 1: Provide education to raise awareness about structural/institutional injustice - Continue and provide REI Phase I Training for all members of Session and Diaconate (financial implications) - Continue Sunday school classes around being an anti-racist church - Update the church libraries (adult and children) with more literature and video around racial awareness and understanding - Provide Groundwater Training for congregation (financial implications)	- session and diaconate - Racial Equity Taskforce (RET) & Christian Education - RET and John Weicher - Session & RET	- Join existing training sessions in the community - books and training material - books and dvds, socializing the offerings, check out system/app - space in Sanctuary	90-100% of session and diaconate have completed training - One-two eight week classes over a year with 15 attendees each session - measure use - over 200 people attend	- in the next year, all officers and subsequent years incoming officers - fall and spring - Now, spend \$100 and measure - Spring 2020	\$230 per person (~40 people initially and then ~16 each year after) - cost of books (~100 per class with ½ purchasing their own book) \$200 to purchase books/dvds ~\$2500

Priority 3. Foster a Culture that Promotes Racial Understanding, Awareness, Inclusion & Equity (Con't)

Strategies and Tactics	Responsible Parties	Resources Needed	Outcome Measures	Key Timing	Financial Implications
Goal 2: Provide more meaningful interactions with other groups - Create an ad hoc committee to explore relationship building with churches of color - Encourage FPC members to attend services and other events at Covenant - More interactions with Iglesia Emanuel - Review of church facilities (i.e. one that is inclusive of other cultures) by outside consultant - Continue to invite artists, poets, speakers, musicians, dramatists, film series, dancers, etc.	- Pastor and ad hoc committee - Pastors/staffs - Service and Mission - Worship & the Arts Committee, RET Property Committee - Worship & the Arts Committee and RET	- ad hoc committee - newsletter and social media - Service and Mission/Fellowship committee - outside reviewer - space, newsletter, social media	- increased interactions with churches of color - Two events per year - Two events per year - report with recommendations that are implemented - Two events per year	- begin in fall 2019 - begin in fall 2019 - target of opportunities	- None (currently funding IE/Covenant through budget but unsure there is need for extra) \$1000 \$2500/year

Priority 3. Foster a Culture that Promotes Racial Understanding, Awareness, Inclusion & Equity (Con't)					
Strategies and Tactics	Responsible Parties	Resources Needed	Outcome Measures	Key Timing	Financial Implications
Goal 3: Commit to be an ally for racial equity 1. Support and enhance CAN and similar organizations that support Diversity, Equity, & Inclusion 2. Enhance Prison Ministries - both member participation and education around why this is so important 3. Continue event hosting (NAACP, MLK Day Celebration, etc.)	1. Pastor, Susan Dunlap, Dan Hudgins, Sharon Hirsch, & Laurie Williamson 2. Jane Williams 3. Staff and volunteers	1. newsletter, social media 2. training and volunteers for visitation and post release 3. building space	1. Increase delegates to required meetings and on standing committees 2. increased number of volunteers for visitation 3. Continue to host	1. Follows CAN planning schedule 2. start in spring 2020 3. Ongoing	1. budget dollars to increase to \$3K by 2020 2. funding for training 3. nothing significant

Priority 4. Make Christian Formation More Inclusive and Connected to the Day-to-Day Life of FPC

Strategies and Tactics	Responsible Parties	Resources Needed	Outcome Measures	Key Timing	Financial Implications
Goal 1: Expand when and where Christian formation happens 1. Increase spiritual activities and offerings for all ages based on feedback and demand outside of Sunday morning 2. Increase yearly attendance to conferences and spiritual retreats outside of FPC 3. Plan church-wide, intergenerational retreat once a year	1-3. Christian Education committee, Fellowship committee, and individual groups/representatives	1-3. Space to meet at FPC and off-site locations volunteers to coordinate	1-3. Increased activities and attendance. Collecting and documenting feedback on activities to assure they are meeting demand and effective.	1. ongoing, regular events. 2-3. Yearly conference and retreat	1. minimal 2-3. providing some funds to help individuals attend conferences and retreats
Goal 2: Diversify subject matter that supports Christian formation 1. Review current Sunday School offerings and note gaps or areas for growth, modify based on feedback and demand, consider module topics (e.g. 8 week courses) as options	1. Christian Education committee and individual groups/representatives	1. Space to meet at FPC and off-site location, and demand	1. Increased activities and attendance. Collecting and documenting feedback on activities to assure they are meeting demand and effective.	1. ongoing	1. minimal and only for education materials or speaker/instructor

Priority 4. Make Christian Formation More Inclusive and Connected to the Day-to-Day Life of FPC (Con't)					
Strategies and Tactics	Responsible Parties	Resources Needed	Outcome Measures	Key Timing	Financial Implications
Goal 3: Diversify how Christian formation comes to life 1. Increase events with intergenerational grouping 2. Continue Bible study classes during the week 3. Prayer between individual members similar to a prayer list 4. Explore offering alternative spiritual practices (meditation, yoga, etc.) to enhance our Christian faith	1-4. Christian Education committee and individual groups/representatives	1-4. Space to meet at FPC and off-site location, and demand	1-4. Increased activities and attendance; collecting and documenting feedback on activities to assure they are meeting demand and effective	1-4. ongoing	1-4. minimal and only for education materials or speaker/instructor
Goal 4: Support our outreach to children (non-youth group age) with existing and new programming 1. Continue and expand activities and offerings for children a. Continue and expand Jr. Choir b. Continue and increase arts activities c. Other activities and offerings	1. Christian Ed, Music, and Personnel	1. Staffing, place and time to meet	1. Increase in number of activities offered and attendance	1. 2020	1. Part-time hire \$10K