

- The church building should be used by more community groups.
- Personal pastoral care is an important reason for me to be part of a church.
- I attend church dinners and carry-ins regularly.
- Mission support should focus on local needs.
- Mission support should focus on national/international needs.
- I would like to participate in more hands-on outreach experiences
- It is important for our youth to participate in hands-on service and mission projects.

The following open-ended questions were also included.

- Given our specific location and facilities, what particular community needs could CPC best address?
- What risks and challenges, internal and external to the church, face CPC?
- What significant changes occurred in our community in the last decade and what opportunity do they create? What about the decade to come?
- If we had unlimited resources and couldn't fail, what would you like to see CPC attempt?

The church staff members and youth were interviewed individually or in small groups and asked the open-ended questions. External audiences were also interviewed. They were asked the following questions.

- What is Central Presbyterian Church known for in the community?
- Do you think there are needs or opportunities that CPC is well positioned to address or take advantage of?
- Are there partnerships and groups that CPC should form or join?

The Survey and Interview Results

There were a variety of results and the task force categorized them into five categories.

- Outward Mission Redefinition
- Staff Succession Planning
- Building Maintenance and Capital Campaign
- Internal and External Communication
- Expanding to a younger and more diverse demographic to include diverse races, ethnicities, gender identification, etc.

Risk areas identified were:

- Declining congregational giving
- Increased need areas in the community such as homelessness and addiction, specifically gambling

TASK FORCE RECOMMENDATIONS

The following are recommendations forged by sub-committees within the task force.

Outward Mission

We recommend increasing the emphasis on local, hands-on mission projects, while continuing Mission's financial support for 14th & Chestnut, the Lighthouse Mission, United Campus Ministries, and Heme Fund. Kids' Hope and the SAWS ramp-building program are good examples of current hands-on projects that CPC already supports. Through the survey, our

members said that it was important to provide more opportunities for hands-on mission and service, both to benefit our community and to strengthen our congregation. Increased visibility for our projects will boost the effectiveness of our efforts and raise the profile of CPC locally. We will seek out one-off opportunities to serve (e.g., a town-wide cleanup), as well as ongoing ways to partner with viable organizations that are helping already – especially in the focus areas of feeding the hungry and helping the homeless (e.g. Manna from Seven). Our church building is close to public transportation and government service agencies that are often a destination for the hungry and homeless, so we are well positioned to help these individuals.

Volunteering together builds friendship and caring relationships within the congregation and increases the church's vitality. To multiply our effectiveness, we can invite friends and other groups to join our volunteer efforts. This sort of invitation may be easier than inviting someone to worship, and it is a comfortable way for non-members to get to know our church members. Evangelism is part of our Mission calling. Outreach through service can be an effective approach for our congregation.

We also look forward to taking local action to represent the Social and Environmental Justice positions of the PCUSA. An initial focus on Racial Justice will include education and training opportunities for committee members and the congregation.

Better utilization of the Mission Volunteer Coordinator has been a challenge but should be viewed as an opportunity for the future. By tasking the MVC with increased communication responsibilities for the committee and the church, we can raise internal awareness and enthusiasm for mission/volunteer projects, partner with groups beyond CPC, and make our efforts more effective.

Additional resources will be required to support additional hands-on projects to expand our outreach and deepen our effectiveness locally.

With CPC's monetary support for other ministries remaining relatively steady, a modest budget increase may be necessary to support the development and growth of hands-on projects. More importantly, success will require expanded congregational awareness, support, and engagement.

We want to do more for the community, and we want more of our members to be actively involved and to have enthusiasm for the work.

Tasks:

1. Find community opportunities to serve (ongoing and single-event)
2. Take local action to support racial and social justice causes
3. Budget for increased mission needs
4. Utilize Mission Coordinator so congregation members can easily participate

Staff Succession Planning

Within the next half decade, Central Presbyterian Church faces the prospect of unprecedented turnover in key staff positions. It is incumbent upon the leadership of the congregation to develop a clear picture of the timing and dimensions of this potential challenge. Specifically, the following positions are likely to experience turnover within the next five to ten years:

- Office Administrator and Financial Secretary
- Director of Christian Education

- Music Director
- Organist

Additionally, there may be additional turnover in other less visible part-time positions. In light of the foregoing observations, the Strategic Planning Task force recommends that over the next two to three years, the redefinition of key support roles and rewriting of job descriptions should be the primary focus of the Personnel Committee. It should undertake these discussions deliberately and regularly seek guidance from the Session and the Pastor/Head of Staff.

We envision two important tasks:

1. Personnel and/or the Head of Staff should ascertain retirement plans from key staff.
2. Personnel should begin refining job descriptions.

Building Maintenance and Capital Campaign

Continue to utilize any extra funds to add to the cumulative maintenance fund in lieu of a scheduled Capital Campaign. Tuck pointing should happen every five years. The west window is a future need to be considered.

Financially, the Church is positioned well at this time. Despite the shutdown and the current attendance at worship, pledges continue to be received and we have been blessed as a church. Our year-to-date budget is in line with expectations from the Interpretation & Support commission's original projections, and expenses are under budget on a year-to-date basis. The Strategic Planning Commission believes it is important to continue to contribute to the cumulative maintenance fund and suggests that Session approve a transfer of any excess funds at the end of the year to the cumulative maintenance fund. The church continues to receive donations to support the ongoing mortgage payment and the interest associated with it. This extra giving has allowed the church to continue its operations as before without cuts to staff or programs. It is unknown how long this special giving will continue, but the Finance Commission believes that the church should be prepared to address the mortgage payments in the budget at some point in time in the future. It is unknown when the next capital campaign will be conducted, whether 5 years or 10 years, or more down the road. Overall, the church remains in good health financially, despite the covid-19 pandemic. The church is moving forward with an online giving program. It is currently launched and running. There is a link on the church website allowing a person to make secure contributions that will be distributed to the church less a nominal fee. The program allows givers to create a login for convenient future use. We are expecting a corresponding app to further streamline giving for church members and regular attendees.

Tasks:

1. Utilize extra funds for ongoing maintenance needs
2. Stay on current Capital Campaign schedule
3. Maintain online giving option

Internal and External Communication

We have heard from people in the congregation that they do not know enough about what is going on. One discussion that we have had is that we need to get more information out about

the separate commissions appointed by Session - what's going on with finance, building, worship, youth design, etc. We have an e-newsletter, but not everyone reads it. Another way we could get information to people is to send out emails offering links to the various commissions so that people could see what is going on with each commission. There is also the segment of the congregation that does not use email, so we would need another way to reach out to them. All in all, we do need to think about better advertising of our church and what all it offers. The members of our commission are in favor of hiring someone or expending the role of a current employee to be in charge of communication.

We recommend expanding the Volunteer Coordinator's job description to include communication coordinator because the church needs someone dedicated to building up both internal and external communication at CPC. The congregation needs a single point of contact for communications so individuals and commissions/committees can make their communication needs known. That person also needs to provide reminders and accountability consistently for committees and commissions to ensure their activities are known to the entire congregation. This position description should indicate that the employee will work hand-in-hand with other staff members to facilitate excellent and consistent communication.

We are concerned about what our church will look like post-COVID-19. Right now we have two broadcasts of the service going on, one live through Facebook on the Church Family at Central Presbyterian (only 67 members right now), and then one recorded on a better camera that posts later in the afternoon on YouTube. We need to expand the live feed so that it reaches more of our church members, approximately 250. One good thing is that feedback for the broadcast has been positive, whether live or pre-recorded.

Tasks:

1. Create single point of communication with current staff member (suggest Volunteer Coordinator)
2. Continue with new service broadcasts to meet needs of internal and external audiences

Expanding Into a Broader Demographic

The long-term health of Central Presbyterian Church depends largely on attracting young people that can become involved church members that will carry on the traditions of the church and lead the church in new directions. Diversity of age, along with other forms of diversity, fosters diversity of thought that can help congregants in their spiritual growth. Specifically, we recommend that growth efforts be focused on attracting young adults (post-school) without children as well as young families. We further recommend that we take action to include a wider diversity of people along racial, gender and other lines.

We envision three important tasks to accomplish this goal:

1. Increase CPC involvement in meaningful, hands-on, local community work. This should include partnering with existing groups that are important to young people in our community. This task overlaps with previous recommendations within this report regarding increasing hands-on mission work.
2. Reinforce existing programming and introduce additional programming for families with children.
3. Equip current members with the knowledge and skills necessary to promote CPC and invite others to worship with us.

For our congregation to be successful in accomplishing these tasks, specific areas of support and focus will likely be needed. For Task 1, we recommend that the Mission Committee be strengthened, including creating a better-defined role of the part-time mission coordinator. For Task 2, we recommend that the Christian Nurture Commission (CNC) be supported and strengthened, which may include reassigning some current CNC duties to other committees and commissions so that CNC can narrow their focus. For Task 3, we recommend that the Communications Committee be strengthened, including utilization of a part-time communications staff person. A special emphasis of our internal education and external communication should be our inclusivity and desire to improve diversity. We provide opportunities for all ages and genders to serve as leaders, and we are welcoming to all regardless of age, gender, race, ethnicity, or sexuality.

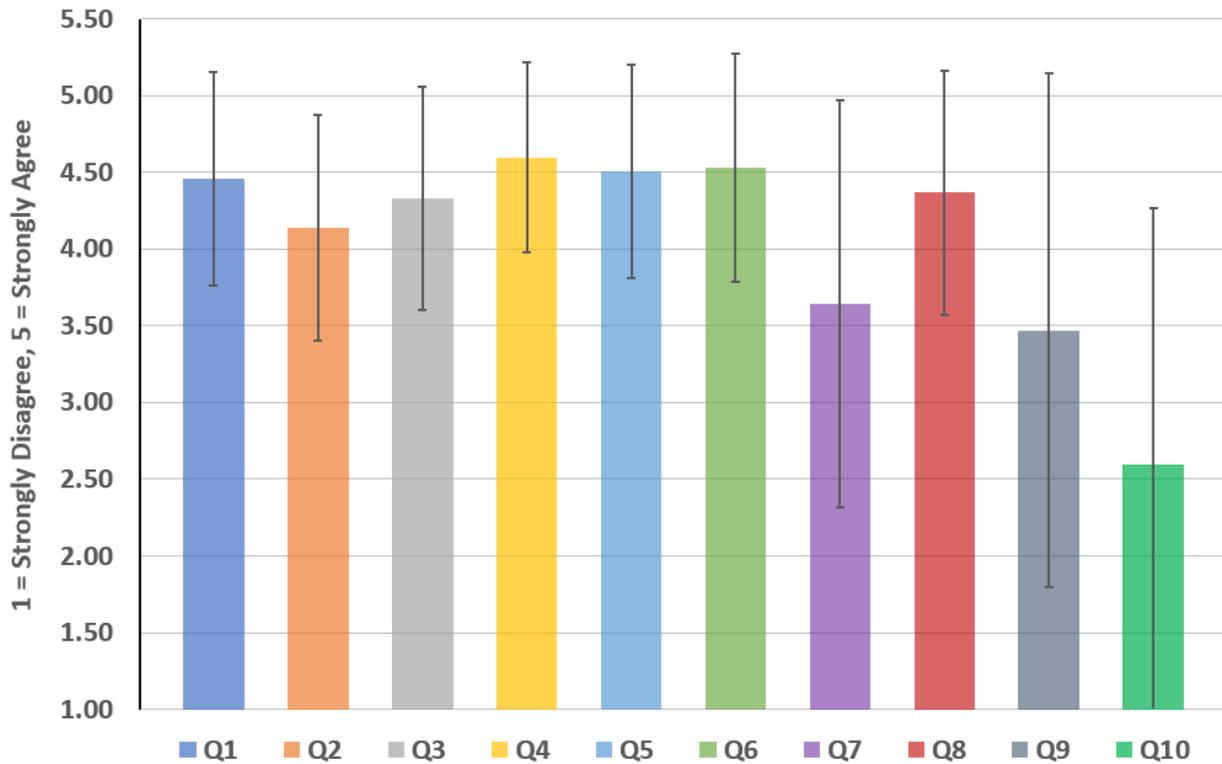
Respectfully submitted,

Kevin Christ, Andrew Conner, Sharon Danek, Corrine Foree, Susan Hoffman, Kyle Kershaw, Scott Racop, Mike Riggins, and Paul Shaw

APPENDIX 1: Survey Results (Initial Data Processing)

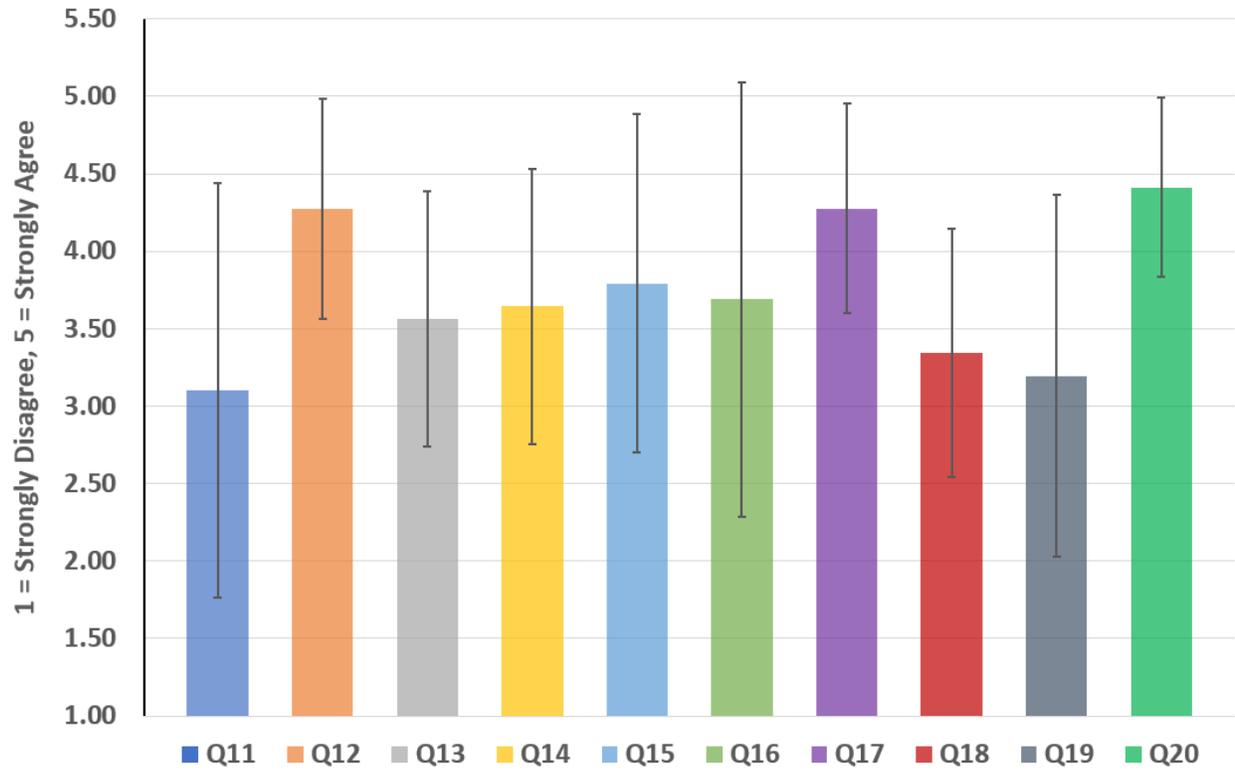
CPC Strategic Plan Congregational Survey, 2020, Questions 1 through 10

Mean and ± 1 Standard Deviation (n = 87)

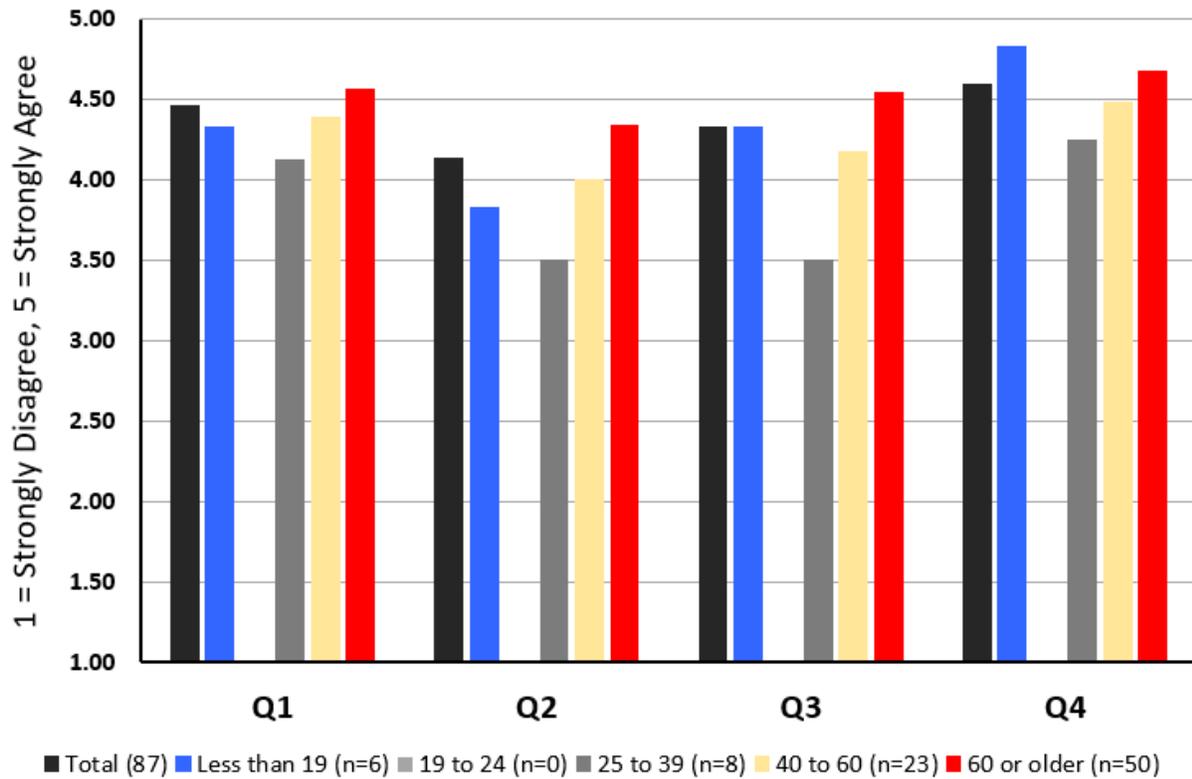


CPC Strategic Plan Congregational Survey, 2020, Questions 11 through 20

Mean and ± 1 Standard Deviation (n = 87)



CPC Strategic Plan Congregational Survey, 2020, Questions 1 through 4, Detail by Age Group



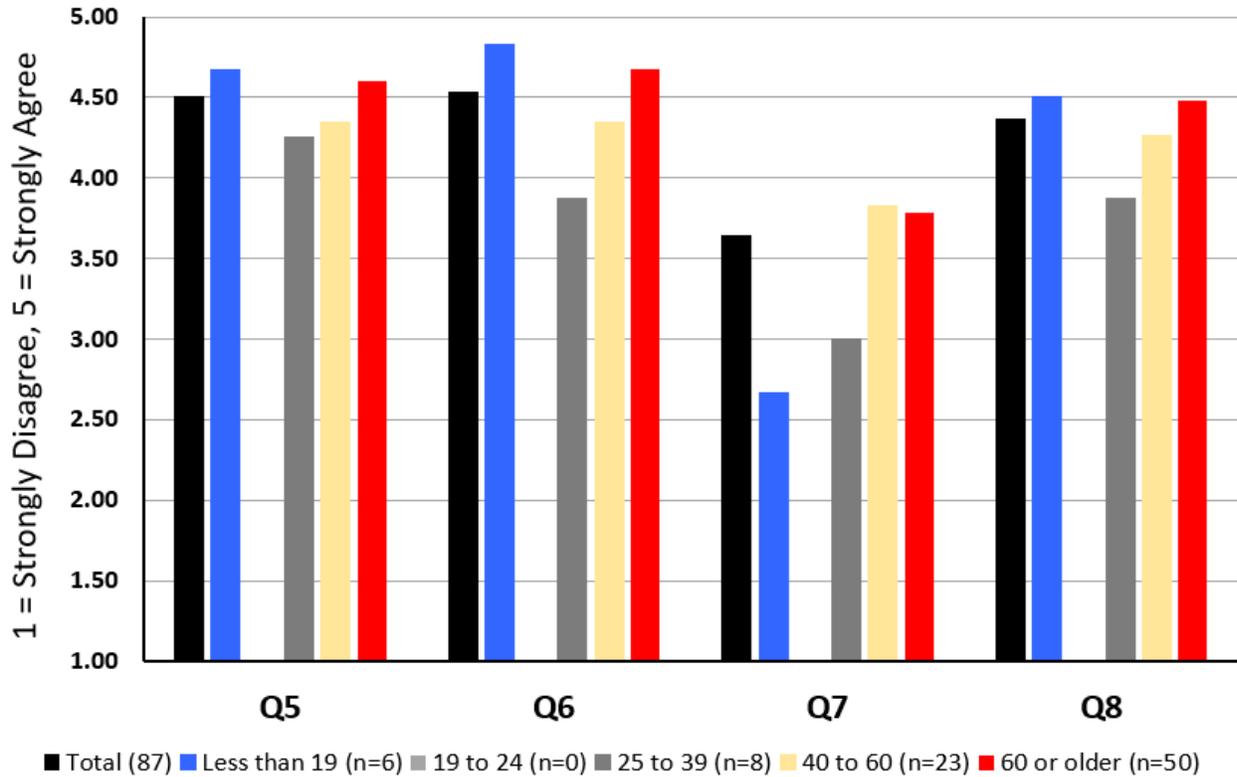
Q1: I appreciate the style and structure of worship.

Q2: I believe CPC encourages me to take action on becoming a disciple of Jesus.

Q3: Worship is welcoming and spiritually fulfilling.

Q4: I have usually felt respected and welcomed in my interactions at CPC.

CPC Strategic Plan Congregational Survey, 2020, Questions 5 through 8, Detail by Age Group



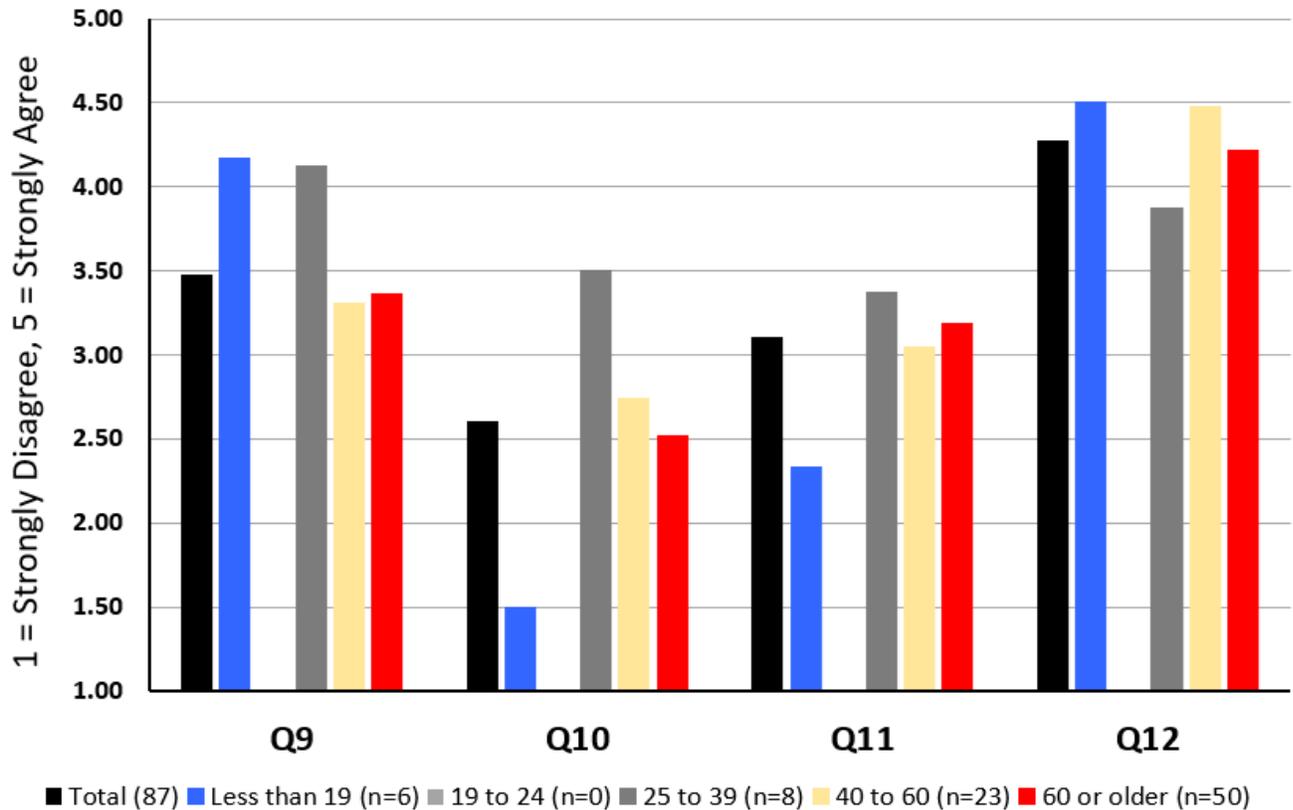
Q5: I feel the love at CPC –the love of Christ and loved by others there.

Q6: I have been able to establish meaningful relationships with others in the congregation.

Q7: I have felt able to disagree with others, and to have my disagreement respected, on matters of belief...

Q8: I feel welcomed at Coffee Hour after worship.

CPC Strategic Plan Congregational Survey, 2020, Questions 9 through 12, Detail by Age Group



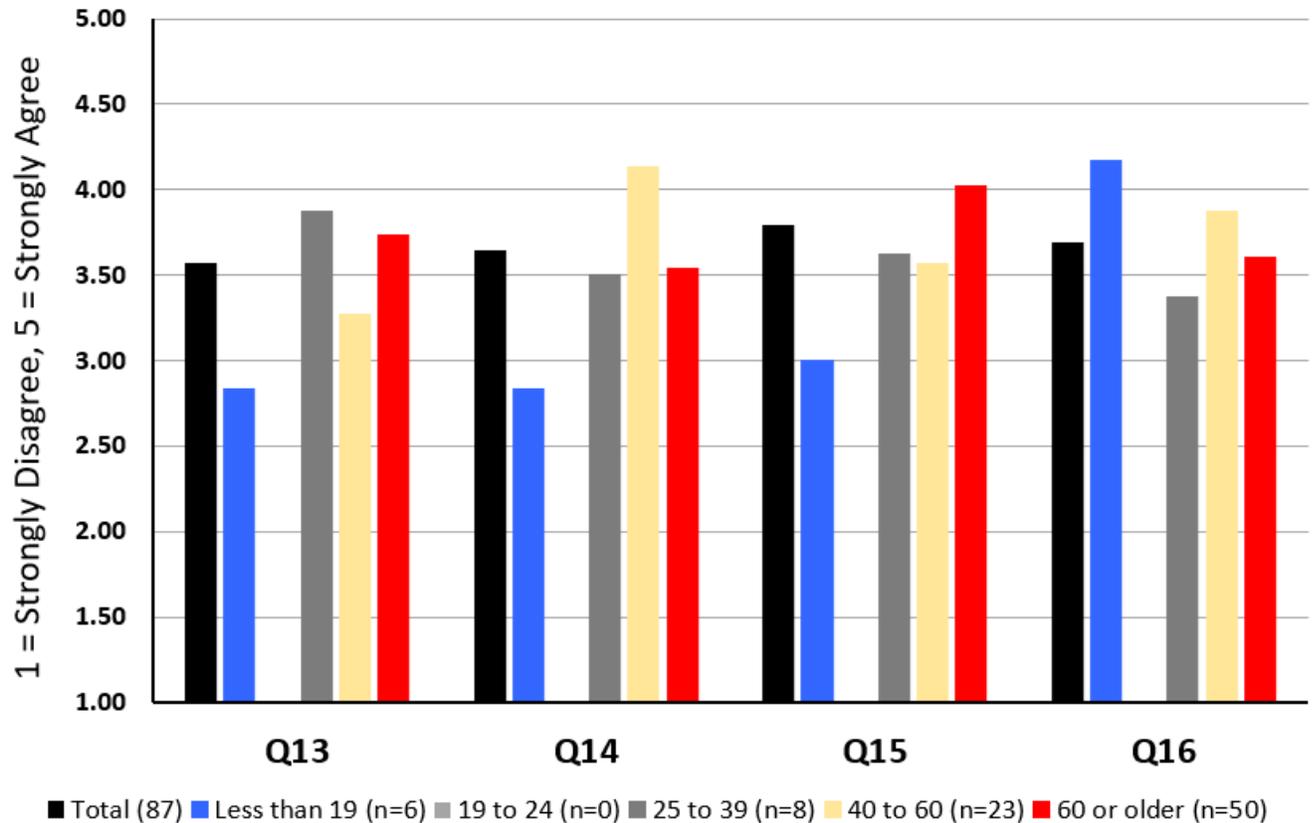
Q9:Our Sunday School program meets the needs of our children and youth.

Q10:Our Sunday School program meets the needs of adults.

Q11:Christian education outside of Sunday School meets the needs of our Congregation.

Q12:Our church should use current technology such as the Internet to communicate with members...

CPC Strategic Plan Congregational Survey, 2020, Questions 13 through 16, Detail by Age Group



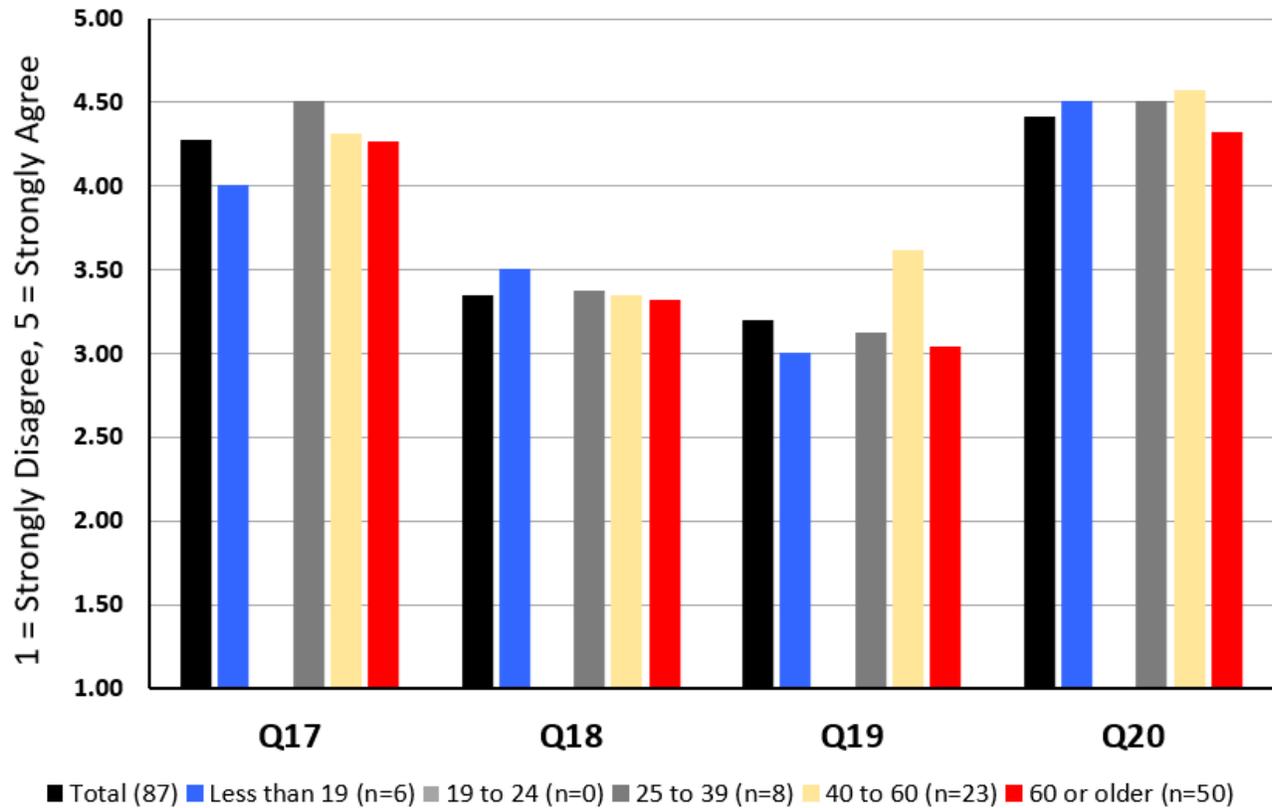
Q13:CPC is effective in local outreach/mission.

Q14:The church building should be used by more community groups.

Q15:Personal pastoral care is an important reason for me to be part of a church.

Q16:I attend church dinners and carry-ins regularly.

CPC Strategic Plan Congregational Survey, 2020, Questions 17 through 20, Detail by Age Group



Q17: Mission support should focus on local needs.

Q18: Mission support should focus on national/international needs.

Q19: I would like to participate in more hands-on outreach experiences.

Q20: It is important for our youth to participate in hands-on service and mission projects.

CPC Strategic Plan Congregational Survey, 2020, Word Cloud for Open-Ended Question1

Q1: Given our specific location and facilities, what particular community needs could CPC best address?

