

A Strategic Plan for Doylestown Presbyterian Church

One Flourishing Church

2018–2023



Prepared for the Session of Doylestown Presbyterian Church by the Strategic Planning Task Force

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Executive Summary

A task force of members of Doylestown Presbyterian Church was convened by the Session in 2017 for the purpose of preparing a strategic plan for the next three to five years. The prior plan was completed in 2005 and resulted in significant changes to the church buildings and programs. The charge to the Strategic Planning Task Force in 2017 was to revisit the results of the 2005 plan and look ahead to recommend actions and investments needed to ensure the continued success of the church.

The Task Force made recommendations for investments, based on the Flourish campaign that established a two-year budget with goals of ministry enhancement and reducing the cost of financing the capital improvements made to enhance our sanctuary and buildings.

The Task Force findings were based on the group's research and assessments of finances, pledging, membership, attendance, activities of the church, volunteers, and a congregational survey which was filled out by 304 members. DPC is a strong church with an excellent staff, large congregation of committed members, good results from the Flourish campaign in terms of total financial commitment, and a strong sense of mission and purpose.

Some trends in our congregation, our denomination, and religious life in our country, however, led us to examine the aging of our members and declining participation in the church and how these trends could affect our future. We took note of the reduced size of our active membership, a decline in the number of individuals and families supporting the church financially, and a slow but steady drop in attendance. We heard comments about the perception of DPC as a wealthy, exclusive church rather than the warm and welcoming one we strive for.

These trends compelled the task force to develop strategies designed to bend the trends. To maintain the quality of the ministry, the variety of faith-enhancing activities, and the support for our community through mission, DPC needs to sustain and nurture a vibrant, committed, and faithful congregation.

The **three strategic themes** for the future of the church are: Worship of God, Growing in Faith, and Mission and Service. **Two goals** are:

1. To address the perceived decline in engagement and commitment, and the decline in attendance, and to replenish and keep our congregation vibrant and active by attracting and engaging new members.
2. To unify worship, faith development, and mission, through connections that make them all parts of the faith journey and that foster and enhance connections and fellowship within the congregation.

Ten recommendations are:

1. Examine the worship format and components.
2. Make a commitment to making the Audio-Visual equipment fully and reliably functional
3. Engage new and existing members and welcome visitors.
4. Devote more financial resources to all levels of Christian Education.
5. Develop a robust communications plan and implement church-wide to make sure our message is clear, accessible, compelling, and comprehensive.
6. Increase the level of awareness and engagement in mission projects.
7. Plan one or two church-wide mission projects that families and members of all ages can participate in.
8. Conduct an audit of programs and volunteers.
9. Conduct an accessibility review.
10. Continue commitment to what we are doing and doing well: music program, care for campus and buildings, and support for staff.

June 25, 2018

Our Purpose

"Hitherto has the Lord helped us." This is the title of the introductory chapter to the history of Doylestown Presbyterian Church, referring to the words from the Old Testament prophet Samuel memorialized on a tablet in our narthex in 1881. William Barger, Pastor in 1984 when he wrote this chapter, said:

"From generation to generation, on this moving edge of time which we call the present, the key for God's people must be "hitherto." It looks both ways - backward and forward. It presupposes a past and assumes a future. It is a witness of God's help in the past and an assertion of God's help in the future."

Doylestown Presbyterian Church can claim roots in our Bucks County community as far back as the early 1700s. Our official founding date of 1804 means that this church organization has been welcoming worshipers for more than 214 years. Our faith as followers of Jesus Christ is a constant, but almost everything else has changed, from the place of worship to the society and community of which we are a part.

Recognizing that no church can stand still without assessing past actions and future needs, the Session of DPC appointed a Strategic Planning Task Force in August of 2017 with the charge to prepare a new plan for the next three-to-five years. This new plan would build

on the past, including the 2005 Strategic Plan, and look to the future.

The 2005 Plan resulted in significant and permanent changes to DPC, by creating a bridge to connect our historic place of worship to our Christian education, community service, and fellowship areas, providing a new nursery and kitchen, centralizing administrative space and improving building security, and in renovating the sanctuary to provide flexible and innovative worship space. The impact on DPC life from the 2005 plan was also felt in its emphasis on youth and small group ministries.

A major driving force for this 2018 plan is the Flourish initiative and its promise to the congregation that "ministry enhancement" would be one of the outcomes of a successful campaign. The success of this effort meant that the Strategic Plan would contain recommendations on how to invest in our future to enhance DPC ministries.

The 10-member Strategic Planning Task Force, comprised of congregation members representing a variety of ages, church involvement, and perspectives, met over a period of 10 months in 2017 and 2018. Several checkpoints along the way with the DPC Session provided for two-way conversations with our governing body.

Our Challenge

The Task Force made many findings, based on the group's research and internal assessments, and from a congregational survey conducted in the winter of 2018. In general, we found a strong church with an excellent staff, committed members, and a strong sense of identity and purpose.

Even so, some trends in our congregation, our denomination, and religious life throughout our country led us to examine the aging of our members and declining participation in the church and how these trends could affect our future. We took note of warning signs, such as the reduced size of our active membership, a decline in the number of individuals and families supporting the church financially through Flourish (despite record-setting amounts pledged), and a slow but steady drop in attendance. And we heeded comments we heard about the perception of DPC as a wealthy, exclusive place where members needed to be well off and well dressed.

These trends compel us to develop strategies designed to bend those trends. To maintain the quality of the ministry, the variety of faith-enhancing activities, and the support for our community through mission, DPC needs to sustain and nurture a vibrant, committed, and faithful congregation.

A year ago, DPC embarked on its campaign to Flourish. To flourish means “to grow and develop in a healthy and vigorous way, especially as the result of a particularly favorable environment.” Our goal for the plan is to determine what is required to Flourish. What changes do we need to make so that we might grow and develop in a healthy and vigorous way? How do we create the favorable environment? What resources do we need? How do we flourish when societal forces are making it harder to hold our own?

Our discussions focused on four questions:

Where are we today?

What forces and factors will affect the future of DPC?

Where do we want DPC to be in the future?

How do we get there?

Where are we today? This step involved looking at:

- The challenges facing DPC
- DPC's assets
- The facts and figures associated with our congregation
- Assessment of prior church plans and accomplishments
- Audits and assessments of attendance, giving, resources, programs, volunteers
- Financial and human resources needed
- What has worked well
- How we function in our larger community
- How people know about us, and what they think
- What our members think.

What forces and factors will affect the future of DPC?

- Changes in demographics of DPC congregation
- How our congregation, our community, our society will change in the future
- What do expected changes mean for DPC and its role as a faith community
- Trends in Doylestown area
- Trends in mainline Christian churches
- Changes in attitudes and activities on Sunday mornings.

Where do we want DPC to be in the future?

- Our goals and vision for DPC
- What we want the church to look like
- What are our goals and what objectives do we need to set for ourselves so that we continue to be a strong congregation for our members and for our larger community.

How do we get there?

- What strategic themes, objectives, and action steps are needed to achieve our goals.
- How will resources be used.
- What our priorities are for Ministry Enhancement that come out of the Flourish campaign.
- What we need to do to fulfill our mission.

Our Mission Statement

Our Mission statement, adopted on April 25, 2011, guides what we do:

*Be a bridge for Christ
and a beacon of His love.*

Our Mission evokes an image with two parts. The first, a bridge, calls us to make connections with Christ, but also between people, between our congregation and the larger community, between different generations, and between different parts of our ministry as a church. The bridge over Mechanics Street is a physical symbol of the task calling us to weave together a connected congregation, connected community, and connected DPC life just as it literally connects our worship location with

the spaces where we learn through Christian education, enjoy fellowship, and gather to serve our larger community.

The second symbol, a beacon, embodies our calling as well. The physical symbol is our steeple, visible from every direction when approaching Doylestown. Spiritually, it represents our commitment to reflect the life Christ taught us and the love shared with us. We do this through worship, through learning, questioning and growing in faith, and through being welcoming, generous, and caring.

Guiding Principles and Values

We strive to fulfill our Mission by following these Guiding Principles and Core Values:

Worship is our central act. All that we do as a community of faith grows out of our first priority of giving glory to God and honoring Jesus Christ as individuals and families come together each week to offer their praise.

DPC is an **open and welcoming faith community**. Our words and actions communicate to our congregation and to our community that we are made stronger by diverse convictions. We are a community that intentionally provides a welcoming and safe place for all people to discuss, explore, question, and grow in faith and commitment.

We recognize the variety of needs of the **ages and life stages** represented by our congregation and community and our call to provide ways in which all can participate in the full extent of the faith community.

We encourage and support **connections** in all aspects of our church life and through the ways which worship, learning, and mission strengthen those relational ties. We foster caring and engaging fellowship to strengthen our faith and our faith community.

We are **good stewards of our resources** - financial and human - and ensure that these resources are sufficient and faithfully allocated to meet the goals of worship, growing in faith, and mission.

Communication with the congregation and with the larger community, is central to our purpose. DPC strives to ensure that our message is clear, accessible, and conveys who we are and what we do. Use communication tools that strengthen our connections.

Our Findings

The Task Force sought to learn as much as possible from our congregation, and, after much discussion, determined that a survey of members was the best way to gain insight into how our active congregants view DPC. We also considered how we might reach inactive members or nonmembers. But it was decided that, with our limited resources, we would focus on learning from our members and making changes to provide the best possible worship and faith experience.

The Strategic Planning Task Force conducted a thorough campaign to make the congregation aware of our survey and to encourage participation, through Minutes for Mission during worship and a Sacred

Grounds coffee hour devoted to encouraging members fill out the survey. On-line surveys were made available, with links in the Tidings, on the website, and through frequent reminders by DPC staff to the congregation.

The survey yielded excellent feedback. Most of the participants are active at DPC and many are long-term members. 304 respondents provided answers to 14 basic questions and an astonishing 875 comments on various aspects of their DPC experience and their hopes for our future. The number and range of comments and suggestions suggest that we heard from people with different perspectives, and that we were not only hearing from the most active, dedicated members.

The findings below result from our survey analysis as well as the assessment of current conditions.

- DPC is one of the **largest and strongest congregations** in the Philadelphia Presbytery.
- DPC provides a **fulfilling worship experience**. Worship is what caused many people to join and what keeps them here.
- The **ministerial staff** is greatly appreciated and well regarded for all that they do.
- Membership has held steady, but truly **active membership has declined**.
- **Worship participation** only engages a portion of the membership.
- **Attendance at worship** has been declining.

- **Competing activities** (work, children's sports, household chores) on Sunday mornings and general trends in society make it harder to get worship participation.
- **Music** is a strong component of our worship and community connections.
- Conversation about varying **components of the worship service** should be discussed, but there was no clear message on regarding the desire or need for an alternative or contemporary service service, and there was no concept of what an alternative service would be.
- **Membership is getting older.**
- Fostering **fellowship** and a sense of community is important.
- The **Flourish campaign** results were excellent, allowing DPC to reduce the mortgage on the building improvements that was made as the result of the 2005 plan, continue successful ministries, and enhance those ministries needed to move us forward.
- While the amount of money committed is good, with **more contributed per giving unit**, the **number of giving units declined.**
- We consider ourselves to be an **open and welcoming** church, but we must be aware of the need to live up to this goal week after week in all that we do.
- **Follow-up and engagement with new members** to foster and support their involvement is essential. Ensuring that everyone has opportunities to be part of our faith community is an important goal.
- We ask a lot of a small corps of **volunteers**. We estimate that the number of volunteer hours committed in a year is the equivalent of 21 full-time employees. We need to understand what we require of volunteers and ask, "Are we trying to do too much?"
- **Youth programs** are important, successful and growing.
- Participation in **growth groups and adult education** is stable but limited. There is energy around the growth groups and a recent upturn in participation.
- **Family Ministry** is a new endeavor that has successfully attracted participants and that has blended goals for fellowship and faith development through its activities.
- **The congregation is relatively homogeneous**, without much diversity in racial, ethnic, or socio-economic background. That reality reflects, to a large degree, the character of the community of which we are a part, but does not reduce our desire to welcome and include all. Our mission activities help us reach some members of the Central Bucks community who are less fortunate, but that population is not well-reflected in our congregation.
- **Parking and accessibility** can be obstacles to visitors and attendance by members with mobility issues.
- We may need to make it easier to understand the **opportunities for church activities** and make them accessible to more members.
- **Mission** has a lot of support, but is not integrated as well as it could be into our worship and Christian education life. There is limited congregation-wide knowledge of all that we do. Mission can provide avenues for Christian service, fellowship, and strengthening our faith community.
- We need a **comprehensive communications and technology** plan.
- **Buildings and infrastructure** are strong assets but require an ongoing

commitment of attention and funding to keep them in good repair.

- The congregational survey results for **Ministry Enhancement priorities** were: Christian Education, Mission, and Family Programs.

These findings, compiled by looking at the survey results, reviewing our DPC programs, and seeking input from church members, resulted in three Strategic Themes around which we will build our plan.

Worship of
God

Growing in
Faith

Mission and
Service

Three Strategic Themes

Two Objectives

One Flourishing Church

The plan is based on three strategic themes, themes that readily emerged from our fact-finding and discussions. **Worship of God** is our central theme, through our participation at Sunday services and our individual devotional practices. Our goal is to provide meaningful worship experiences. **Growing in Faith**, compassion, knowledge, and generosity and building a strong faith community are accomplished through Christian education, growth groups, youth activities, senior adult ministries, and Christian fellowship, the full and range of opportunities for faith development for families and individuals. **Mission and Service** encompass the many ways we work to fulfill Christ's hopes and purposes for us, through service to our members and our community. These themes led to **two goals**, which, when realized, will result in our vision for **one Flourishing Church**.

Three Strategic Themes

I - WORSHIP

Worship is at the heart of our plan and as central to our future as it has been in our past. Members who responded to our survey gave high praise to the worship service, the pastors, and the sermons. This finding is consistent with national surveys on church selection, which reveal that most Christians choose their church based on the quality of the clergy leadership and the worship service. A similar majority feel that being welcomed by the clergy and church members is important in church selection.

Yet, we know from tracking our attendance that worship attendance is declining. This is not unique to DPC. Research shows a decline in attendance at all mainline Christian churches, not because members are attending other churches, but often because they are not attending as frequently or not attending any church. Twenty-five percent of people who were raised as Christians have no connection to any church, according to Pew Research.

As we learned from our survey, other activities take people away from Sunday morning worship. This decline in attendance and participation is a theme running through our strategic plan. Much of our

thinking has centered on the need to make DPC a meaningful and essential part of busy lives. No single recommendation will counter a society-wide trend of declining participation, but the recommendations will, we hope, result in an energized and stronger commitment.

Survey results showed strong support for worship, as the element that attracted people to DPC, kept members at DPC, and that the congregation felt was what we do best.

There were, however, comments regarding changes. Fifty-four percent felt that there should be no change in the nature of the worship service. The other 46 percent mentioned ideas for change. There were a variety of comments on worship schedule and worship style. There was no consensus or clarity on what types of changes were desired and no clear picture of what an "alternative" service would mean - time, music, style, day of the week are all possible variants, but the survey responses contained only a few comments on any of these options.

Any changes considered need to be viewed within the larger context of the church resources and needs. We are guided not only by the survey but by budgets, available volunteer and staff resources, competing objectives, and our guiding principles and core values.

Recommendations on worship focus on examining worship styles and improving the video technology use.

II - GROWING IN FAITH

Participation in youth and adult activities has been strong, and congregational survey comments on the various programs showed no single issue or theme that would lead to a major overhaul. Many comments asked for more options to get involved, and for more fellowship opportunities.

The ideas forming the core of Growing in Faith include finding ways to get people engaged in what we do and improving the communication among members and to the community. They include more investment in all aspects of Christian education, allocation of resources to support unique experiences, building on the enthusiasm for Growth Groups and the Family Ministry program, and continuing to offer a variety of classes and opportunities for growing and for building connections among members.

The congregational survey asked for Ministry Enhancement priorities, to be supported by the Flourish campaign. The congregation's top three priorities were:

- Christian Education
- Mission
- Family activities

Both Christian Education for all age groups and Family activities would support our theme of Growing in Faith and area areas for attention and investment.

III - MISSION AND SERVICE

Mission is considered important by survey respondents, and many members expressed satisfaction with the current level of effort. The comments highlighted a need to integrate the mission and service projects into our congregational life, by providing

more information and more opportunities for participation and fellowship

We should consider focusing our mission efforts on a few projects, rather than many, that can be explained and that allow for membership focus and family participation.

Two Goals

Underlying the advancement of these themes are **two important goals:**

1. To address the perceived decline in engagement and commitment, and the decline in attendance among some church members, as well as the natural decline as our congregation ages, and to replenish and keep our congregation vibrant and active by attracting and engaging new members.

Connections and engagement are central to what we do. Providing ways for people to connect underlies all that we do. Keeping members engaged, both new members and long-time members, needs to be examined as part of our work with worship, growing in faith, and mission.

2. To unify worship, faith development, and mission, through connections that make them all parts of the faith journey and that foster and enhance connections and fellowship within the congregation. The plan presents the exciting prospect of transcending the traditional segmentation of church activities and providing fellowship opportunities in all that DPC offers.

Our Vision for the Future: One Flourishing Church

What would DPC look like in five years if all our dreams came true and if our actions and investments had the results we desire?

DPC would be the center of our community, a place where anyone, irrespective of background, faith history, social or economic condition, is warmly welcomed.

DPC would be a place where people want to be every Sunday morning - not by obligation but by desire and by need.

DPC would be a community where Christian faith is not solitary, but shared, and people want to be part of that shared experience.

DPC would be a nurturing community providing rich and varied opportunities for gathering, connecting with each other, and deepening their understanding of what it means to be a disciple of Jesus Christ in the world today.

The spiritual nourishment received from inspiring sermons and worship, fellowship, and sense of belonging would attract new members and young families, and keep members coming back week after week, year after year. The way in which the church engages with the larger community would be clear as members are inspired and equipped to support the mission of DPC.

Being a DPC member would be compelling, meaningful, and so much a part of personal and family life that members would participate fully and support the church generously. To quote a DPC member, "The

church is part of my family - I need to be here because I care so much about the church and its members, and they care about me, too.”

Other activities are needed to support our three themes

Communicate our Message. Be deliberate about communicating our message. We need to develop a comprehensive communications plan. Make it easy and accessible to know what we are about and what’s going on. This includes audio-visual equipment, website, social media, mobile technology, live stream, and traditional print media.

Accessibility. We need to survey all aspects of accessibility, especially the the parking areas and facilities for people with mobility issues, and explore options available. Assess the impact of the temporary closure of the County lot. Look at all accessibility and signage conditions.

Assess our activities and determine if we are doing too much. Examine and evaluate our full range of activities to see if all programs are effective in advancing our main goals for DPC.

Learn how we can create a safe place to discuss peace and justice issues of our times and what it means to live a Christian life, without creating divisiveness. There were comments on the survey and with members we spoke with about the need to address peace and justice issues. Should we be engaged as Christians on current issues? If so, how should we do that? We need to examine

what our faith calls us to do as a Christian community.

Keep doing those things that make DPC a strong, vibrant, and exceptional place to worship. We cannot lose sight of the strong music program, senior adult ministries, and staff which contribute to all of our strategic themes and which provides fellowship and connect us to our larger community.

Maintain our campus in good condition. The last strategic plan resulted in major campus improvements. We need to maintain these physical assets and preserve them for future generations.

Objectives, Action Steps, and Responsibilities

Using the three strategic themes and two goals as guideposts, the Task Force developed specific action steps.

This section of the plan allows us to get specific about the work that needs to be done. The action steps may involve realigning current programs, adding new emphasis or resources to current programs, re-examining ways we do things now, or committing more resources to certain activities. We also need to make sure we continue to support the things we do very well and that are central to our purpose.

Following adoption of the strategic themes, goals, and action steps, we will take each action step, assign responsibility, and define milestones, interdependencies with other initiatives, and performance metrics.

The action steps focus primarily on the areas that need investment, examination or change. There are many on-going responsibilities and activities which are successful and critical to our mission and that will receive continued support and attention and which are acknowledged in our last action step. We assume a continuation of these fundamental activities with a level of attention and investment to fully sustain them. We need to maintain our buildings and assets; we need to continue to support an outstanding music program; and we need to support our pastoral staff, other church staff, and provide them with the resources needed to continue to provide the leadership and support required to reach our goals.

I. WORSHIP

Objective: To maintain and enhance the level of attendance by retaining current members, engaging members, and attracting people who are not yet members.

To achieve this, the plan proposes to maintain the strength of the worship services but to move forward in two ways.

Action Steps:

- **Examine the worship format and components** to ensure that we are being engaging and compelling, without compromising basic traditions or theological integrity. Propose ways that the worship service might be enhanced to keep up with ways in which new and younger members engage with the church community, through music or variation in the service.

Responsibility

Assign this task to the worship staff and Worship, Music and the Arts Committee

Analyze the costs and benefits of proposed changes or additions and consider within the context of overall budgeting.

Ensure that we continue to support and maintain the excellent staff and leadership that make worship, the pastors, and the sermons what our congregation likes best about DPC.

- **Commit to making the Audio-Visual equipment fully and reliably functional** and that qualified operators are present, trained, and capable to guarantee successful use of the technology.

Responsibility:

Session and staff to review the operation; define equipment personnel needs; make necessary investment in staff person and/or equipment

II. GROWING IN FAITH - SUPPORTING CONNECTIONS AND ENGAGEMENT

Objective: To make our community of faith appealing and accessible to everyone by improving how we communicate our message, welcoming and engaging visitors and members, and offering programs to keep people engaged and committed. Build a stronger Christian Education Program for all age groups, using Sunday morning CE time as well as other times during the week. Be focused and intentional about making faith development a part of DPC life that is well-known and well-understood by members but that does not lead to volunteer burn-out.

Action Steps:

- **Engage new and existing members.** Define ways new members can become engaged quickly into the DPC community of faith: continue to get involvement by having new members try a committee or by instituting the "Worship + 2" idea; establish a timeline for outreach by members and by staff within 90 days of joining.

Welcome visitors. Build on our foundation of welcoming visitors already in place with the Welcome Center, act of friendship follow-up, and outreach committee work.

Responsibility:

Membership Committee and staff. This may require a commitment of staff time as well as volunteer effort in order to identify ways for members to serve and get involved.

Ideas include having members in worship specifically assigned to reach out and be on the look-out for visitors in designated sections of the sanctuary; consider visitor name tags; evaluate the follow-up practices now in place and implement suggested changes; have the Session hear from the Outreach Committee on their program, what has worked, and how broader congregational involvement may help; share survey responses with Outreach.

- **Devote more financial resources to all levels of Christian Education,** based upon input from staff and those committees on how best to enhance and expand the programs. Budget for materials and resources needed. Build on the successes of these programs:

Growth Groups have a following and a lot of potential for Christian learning as well as fellowship and community.

Family Ministry. This committee has addressed the Christian Education theme by organizing a Sunday class for your parents and has built on our desire for fellowship by sponsoring the Dinners for Eight. Family Programs

ranked high in the congregational survey for ministry enhancements this area requires support.

Youth Programs should be fully supported by committing staff, volunteer, and financial resources. Meaningful trips, mission and fellowship activities, and educational programs should be available to all youth who want to participate.

Responsibility:

Family Ministry and CE committees; develop budget enhancements based on review of current programs and needs.

■ **Communicate. Develop a robust communications plan** and implement church-wide to make sure our message is clear, accessible, compelling, and comprehensive. Convey to members and nonmembers what we are doing, what we believe, how they can be part of our community, and how DPC can be a part of their lives..

Responsibility:

Create task force to improve communication and develop a plan that addresses all the ways in which we communicate with members and the community. Messaging must be coordinated, repetitive, consistent. Investment in tools, development of DPC App, use of all forms of media, including print and digital.

III. MISSION AND SERVICE

Objective: To dedicate our financial and human resources to efforts that demonstrate our commitment to following Jesus Christ, living the Great Commandment, and engaging members in this effort.

Action Steps:

- **Ensure that the congregation is fully aware of the mission projects** we assist or fund. Integrate mission with our worship service - use mission examples in the service, bring mission news to the congregation.

Responsibility:

Pastors, Session, Mission, and Outreach committees

- **Plan one or two church-wide mission projects** that families and members of all ages can participate in; make sure it is planned, advertised, promoted, and organized to make sign-up easy, participation worthwhile, and fellowship enjoyable. Re-examine the need to fund many groups and consider dedicating some funds to church-wide activities.

Reach out to other churches in different communities for mission projects.

Conduct a community service project with a partner church.

Responsibility:

Mission committee; Session

Activities needed to support our programs: The Plan recommends follow-up on three issues that came up in our planning.

- **Conduct an audit of programs and volunteers.** The DPC program requires many volunteers. The Task Force found more than 100 programs during the year, all requiring DPC volunteers who devoted more than 41,000 hours of volunteer time.

Responsibility:

Session to assign responsibility to evaluate the activities and programs of DPC, establish criteria for judging their success and their return on investment. Prioritize areas where volunteers are needed, based on the three strategic themes.

- **Conduct an accessibility review** and identify ways in which our buildings and programs are accessible and ways in which accessibility might be enhanced. Look at buildings, entrances, elevator, signs, parking, hearing assistance, video access to worship, and communication.

Responsibility:

Create work team on accessibility with representatives from Property, Senior Adult Ministry, and Worship Music and the Arts Committees to explore issues of parking, directions, handicapped parking, plans for closure of County lot; adequacy of signage outside and inside; summarize for Bulletin, Tidings and website all the ways in which DPC is an accessible church (hearing devices, elevator, etc.)

- **Continue commitment to what we are doing and doing well: music program, care for campus and buildings, pastors and staff.** We need to maintain our buildings and assets; we need to continue to support an outstanding music program; and we need to support our pastoral staff, other church staff, and provide them with the resources needed to continue to provide the leadership and support required to reach our goals.

Ministry Enhancement

The Session has the responsibility for determining the church budget well as the investment to be made in Ministry Enhancements that are possible because of the successful Flourish campaign. The Strategic Planning Task Force made preliminary recommendations, based on our discussions and our congregational survey, on the types of ministry enhancements that would help to meet our planning goals. Not all of the proposed actions require financial investments but can be done without spending. The total amount to be allocated to ministry enhancement will be determined by the Session. For the purpose of setting some priorities the Task Force assumed a total of \$75,000, which may change as session develops the 2019 budget. The recommended areas of investment are:

Worship

The Task Force recommends that **\$25,000** of the Ministry Enhancement funds be used to further this strategic theme.

Growing in Faith

The Task Force recommends that **\$40,000** of the Ministry Enhancement funds be used to further this strategic theme.

Mission

The Task Force recommends that **\$10,000** of the Ministry Enhancement funds be used to further this strategic theme.

Next Steps

- Develop priorities and specific responsibilities for Session, staff, and existing committees.
- Assign special projects to a new task force or group to follow up on specific activities outside the scope of the committee structure.
- Determine the need for a person who would be responsible as a project manager to follow up and make sure that the plan is being implemented.
- Establish reporting process.
- Define deliverables and deadlines.
- Refine objectives as needed to reflect what committees and task forces discover.

Congregation Survey - Winter, 2018

304 Surveys

Length of Membership

32% more than 25 years

30% 6-15 years

21% 16-25 years

First contact with DPC

40% came on their own

parents or spouse

friends

Why joined

Worship

Youth programs

Presbyterian

Pastors

Why stayed

Worship

Pastors

Opportunities for learning and fellowship

Attendance

84% attend every week or every other week

Barriers to regular attendance

Kids activities

Working

Only day off - household tasks

Changes to worship to encourage regular attendance

54% No change needed

22% Other (included 7 specific requests to keep service the same)

10% Different style of music (almost all in 12-18 age group)

13% Saturday service

8% weekday service

The "Other" comments tended to be one-of-a-kind, or not related to the worship service at all. There was no single area that stood out. The most common comments had to do with service times, keeping the service the

same, service style, and parking, although none of these categories received more than 8 comments.

What would create better connection to DPC

- Fellowship opportunities
- Better technology and communication

Future of Mission

- 60% remain the same
- 40% expand (more older ages wanted expansion)

What DPC does best

- Worship, pastors, sermons
- Music
- Mission
- Adult education
- Youth programs
- Friendly and welcoming
- Growth groups
- Open and inclusive

How to strengthen our mission

- More opportunities for hands-on mission activities
- Engage your families and children
- Get more members involved in church

Ministry enhancement priorities

- Christian education for all ages
- Mission
- Family activities

Age of respondents

Under 18	29
18-24	2
25-34	7
35-44	26
45-54	45
55-64	75
65-74	64
75-84	48
85+	7

Sex of Respondents

Male	40%
Female	60%

