

**CALVARY PRESBYTERIAN CHURCH
RIVERSIDE**

STRATEGIC PLAN

February 6, 2016

Riverside, CA

Calvary Presbyterian Church Strategic Plan

Participants

Leah Alldredge
Bryant Adjei
Cal Boothby
Howard Born
Paul Boyer
Linda Craig
Karen Gordon
Alfred Graise
Jeff Heath
Debbie Holcomb
Debbie Keller
Scott Lesch
Donald Reiersen
Brad Sackett
Erin Thomas
Richard Van Ligten
Jim Wooldridge

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Facilitator:

Becky Foreman

Assistants:

Amanda Foreman

Josue Perez

Calvary Presbyterian Church

Strategic Plan

Focus Question for Strategic Plan

“How can we, as leaders of Calvary Presbyterian Church, over the next three years, deepen our faith, create new energy and expand community engagement in the life of Calvary?”

Review of Excerpts from the Interim Perspective

Topic: Financial Health/Assessment		
Key Points	Progress Made	Planning Implications
Total members: Declining over time Pledging units: Declining over time Average pledge: Increasing over time Budget: Shortfall increasing → Budget levels correlate with membership levels	<ul style="list-style-type: none"> • Awareness of financial numbers • Co-pastors in place • New Well program doing very well! • Loss in pledging units seems to have finally stopped → BUT, lots of ground to make up...(if we want to support our current budget)	<ul style="list-style-type: none"> • We need an immediate plan to focus on membership growth → needed to support a healthy budget. • What is the strategic plan??

Review of Excerpts from the Interim Perspective

Topic: Financial Health		
Key Points	Progress Made	Planning Implications
Disparity between need/pledge	Cleaned rolls Avoided loss of income from parking (RCH)	More pledges needed
Stewardship	Session focus Lack of effectiveness Increase activity	Review/Reconnect Calendar
Endowment	Projected funds Spending plan Advisor	Long term plan
Number of programs	Backwards progress New Session organization More superficial things	Accountability in decisions Clear roles and responsibilities
Zero based budget	N/A	Not practical for our church
New members and outreach	?	?

Review of Excerpts from the Interim Perspective

Topic: Worship		
Key Points	Progress Made	Planning Implications
Contemporary service	Increased attendance	More family friendly
Traditional service	None	Gradual blending more contemporary to traditional service
Spanish speaking service	None	Consider adding – find out if there is interest

Review of Excerpts from the Interim Perspective

Topic: Christian Education		
Key Points	Progress Made	Planning Implications
<ul style="list-style-type: none"> • Need more dedicated teachers (willing or equipped?) 	None	Need a specific plan to get new teachers – curriculum
<ul style="list-style-type: none"> • Low attendance Sunday School and Adult Ed 	Improved adult ed ++ Youth	Grow new leaders/facilitators
<ul style="list-style-type: none"> • Conflicting times worship/Christian ed 	The Well added January 2016	
<ul style="list-style-type: none"> • More social/fellowship retreats, prog. dinners (age specific) intergenerational 	<ul style="list-style-type: none"> • 2015 - Some pastor dinners adding fellowship dinners • 2016 – Men’s breakfast • Women’s Coffee Club (2) • Parents Rock! • 4 Fun • Winter Fest • Desire for women’s, intergenerational all church 	All church weekend, picnic Women’s retreat
<ul style="list-style-type: none"> • Focus on 2 – 3 things we do well 	Gathering/Growing/Going	Clarity on those 2 – 3 things When we focus ... we create momentum

Practical Vision

What do we want to see in place in 3 years as a result of our actions?

STRENGTHENED AND DEEPEMED PERSONAL AND SPIRITUAL RELATIONSHIPS	SELF-SUPPORTING BUDGET	DOING GOD'S WORK IN THE WORLD LOCALLY, NATIONALLY AND INTERNATIONALLY	EXCITING, DYNAMIC & ENGAGING WORSHIP EXPERIENCE AT ALL SERVICES	INCREASED PARTICIPATION IN CHRISTIAN EDUCATION	ACTIVE COMMUNITY ENGAGEMENT AND SERVICE	INCREASED MEMBERSHIP, COMMITTED ATTENDANCE AND PARTICIPATION	AN INCREASE IN COMMITTED PLEDGING UNITS
<ul style="list-style-type: none"> • Retreats sold out for men, women and families • Monthly fellowship opportunities • Annual retreats: men, women, couples 	<ul style="list-style-type: none"> • Balanced budget • Self-sustaining budget without reserves or endowment • Endowment up fifty percent • Self supporting budget 	<ul style="list-style-type: none"> • \$30k in new mission • 10,000 hours of service (mission) • Need to order more Calvary shirts for next event! • Funding five mission scholarships for college/young adult • We now have biannual adult mission trips 	<ul style="list-style-type: none"> ▪ Youth involved in worship service weekly ▪ Drummer and additional guitarist at 8:45 ▪ New sound system in sanctuary ▪ Focus & education of our rites, rituals (communion, acolytes, etc.) ▪ Children/youth assist in traditional service monthly ▪ Full praise band ▪ Live music 	<ul style="list-style-type: none"> ▪ More adults/Session equipped to lead study, classes, groups ▪ New classes added for children and adults at the Well ▪ Grade level youth classes with 10+ in attendance ▪ CE is an integral part of members' faith experience ▪ Full Sunday School and teachers ▪ Children's Sunday School with at least 10 per class ▪ Year round Well at least twice the size 	<ul style="list-style-type: none"> • Annual Open House at Calvary 10 a.m. – 10 p.m. • Preschool, daycare, parent ed on campus • We are holding more interfaith activities (youth and adult) • Added two new community/out-reach events • Demographics in line with local demographics 	<ul style="list-style-type: none"> • 250 attend, 150 in contemporary • 250-300 in worship each week • 75% attendance rate increase • 30 new members in three years • Full sanctuary and full contemporary service 	<ul style="list-style-type: none"> • 100% pledging • Pledge rate increased to 75% • We now have 200 giving units

**Calvary Presbyterian Church
Strategic Plan**

ONE-YEAR VICTORY BRAINSTORM

Completion of construction

New members

More pledges

More teachers

Closer to self-supporting budget

Organ repaired

More kids in Sunday School

Everybody has a Calvary T-Shirt

Adult National Mission trip

Youth in worship

Thriving fellowship

Larger choir

Full Praise Band

New sound system

Children's time

Renovation/beautification

More classes

Church attendance up 50%

CURRENT REALITY


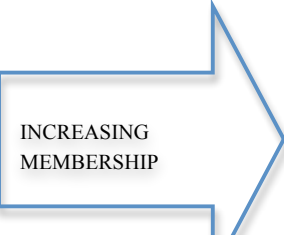

<p>Strengths</p> <ul style="list-style-type: none"> ▪ Excellent leadership ▪ Welcoming ▪ Outstanding facilities with no debt ▪ Good employees ▪ Local mission ▪ Good teachers ▪ Good programs ▪ Endowment (2.2 million) ▪ Awesome pastors ▪ Willingness of congregation to adapt 	<p>Opportunities</p> <ul style="list-style-type: none"> ▪ Social media utilization ▪ More community groups can use facility ▪ Share new co-pastor model with community ▪ Engage the congregation ▪ Support each other more ▪ Partner with other churches ▪ Follow-up with members who are not pledging or attending ▪ Fix sound system ▪ Organize a retreat ▪ Outreach to young adults ▪ Follow up on VBS ▪ Expand Praise Band ▪ Cost reduction
<p>Weaknesses</p> <ul style="list-style-type: none"> ▪ Aging population ▪ Homogeneous congregation ▪ Insufficient strategic planning ▪ Budget concerns ▪ Aging facility ▪ Insufficient volunteers ▪ Too small choir ▪ Not enough praise leaders ▪ Praise Band not powerful ▪ Overburdened volunteers ▪ Over reliance on pastors ▪ Lack of focus ▪ Unclear roles (“Who’s accountable?”) ▪ No clear perception of Calvary in the community ▪ Insufficient marketing strategies 	<p>Threats</p> <ul style="list-style-type: none"> • Rising costs • Uncertainty of economy • Aging facilities • Competing with other interests/activities • Maintaining co-pastor model • Losing income sources (outside income) • Dying membership • Cultural transition within community

**COMMITMENTS:
ACCOMPLISHMENTS FOR 2016**

1. Increase membership by 30
2. Hold a 2-day all church retreat
3. Children and youth will assist in worship service
4. At least 7 new teachers
5. Create marketing and social media plan
6. Create and implement a “welcoming strategy”
7. More instruments and people in the Praise Band
8. Beautify facility

Calvary Presbyterian Church - February 6, 2016

STRATEGIC DIRECTIONS & CALENDAR OF ACCOMPLISHMENTS

	<u>April</u>	<u>May</u>	<u>June</u>	<u>July</u>	<u>Aug.</u>	<u>Sept.</u>	<u>Jan. 2017</u>
 <p>ENHANCING WORSHIP & EDUCATION</p>	<p>Children & youth will assist in worship service (*Jeff, Paul, Linda, Richard)</p>			<p>At least 7 new teachers (*Karen, *Don, Jim, Richard)</p>	<p>More instruments and people in the Praise Band (*Alfred, Erin, Brad, Richard)</p>		
 <p>INCREASING MEMBERSHIP</p>	<p>Create and implement “welcoming strategy” (*Debbie K, Howard, Debbie H, Richard)</p>	<p>Create marketing and social media plan (*Cal, Scott, Karen, Richard)</p>			<p>Beautify Facility (*Linda, Brad, Jim, Richard)</p>		
 <p>STRENGTHENING RELATIONSHIPS</p>						<p>Hold 2-day all church retreat (*Leah, Debbie H, Cal, Richard)</p>	<p>30 new members (*Scott, Erin, Debbie H, Leah, Richard)</p>

Tips for Keeping Your Plan On Track

- Have a Team Coordinator for each accomplishment.
- Bring in new team members as needed.
- Develop a 90-day implementation plan for each accomplishment as soon as possible.
- At the end of 90 days, create a new 90-day plan for each accomplishment.
- Schedule regular progress reports from teams: online document sharing, conference calls, in person meetings.
- Build accountability, coordination and reporting into existing meetings.
- Create spontaneous celebrations when accomplishments are completed.
- Hold a 6-month evaluation & refinement session.

90 DAY IMPLEMENTATION PLAN

Calvary Presbyterian Church

Accomplishment (What): Children and youth will assist in worship service

Strategic Direction (Why): ENHANCING WORSHIP AND EDUCATION

Implementation Steps (How)

Who

By When

Team Members: Jeff, Paul, Linda, Richard

Team Coordinator: Jeff

Resources Needed:

Budget:

90 DAY IMPLEMENTATION PLAN

Calvary Presbyterian Church

Accomplishment (What): At least 7 new teachers

Strategic Direction (Why): ENHANCING WORSHIP AND EDUCATION

Implementation Steps (How)

Who

By When

Team Members: Karen, Don, Jim, Richard

Resources Needed:

Team Coordinator: Karen & Don

Budget:

90 DAY IMPLEMENTATION PLAN

Calvary Presbyterian Church

Accomplishment (What): More instruments and people in the Praise Band

Strategic Direction (Why): ENHANCING WORSHIP AND EDUCATION

Implementation Steps (How)

Who

By When

Team Members: Alfred, Erin, Brad, Richard

Team Coordinator: Alfred

Resources Needed:

Budget:

90 DAY IMPLEMENTATION PLAN

Calvary Presbyterian Church

Accomplishment (What): Create and implement a “welcoming strategy”

Strategic Direction (Why): INCREASING MEMBERSHIP

Implementation Steps (How)

Who

By When

Team Members: Howard, Debbie K, Debbie H, Richard

Resources Needed:

Team Coordinator: Debbie K

Budget:

90 DAY IMPLEMENTATION PLAN

Calvary Presbyterian Church

Accomplishment (What): Create a marketing and social media plan

Strategic Direction (Why): INCREASING MEMBERSHIP

Implementation Steps (How)

Who

By When

Team Members: Cal, Scott, Karen, Richard

Team Coordinator: Cal

Resources Needed:

Budget:

90 DAY IMPLEMENTATION PLAN

Calvary Presbyterian Church

Accomplishment (What): Beautify facility

Strategic Direction (Why): INCREASING MEMBERSHIP

Implementation Steps (How)

Who

By When

Team Members: Linda, Brad, Jim, Richard

Resources Needed:

Team Coordinator: Linda

Budget:

90 DAY IMPLEMENTATION PLAN

Calvary Presbyterian Church

Accomplishment (What): 30 new members

Strategic Direction (Why): INCREASING MEMBERSHIP

Implementation Steps (How)

Who

By When

Team Members: Scott, Erin, Debbie H, Leah, Richard

Resources Needed:

Team Coordinator: Scott

Budget:

90 DAY IMPLEMENTATION PLAN

Calvary Presbyterian Church

Accomplishment (What): Hold 2-day all church retreat

Strategic Direction (Why): STRENGTHENING RELATIONSHIPS

Implementation Steps (How)

Who

By When

Team Members: Leah, Debbie H, Cal, Richard

Team Coordinator: Leah

Resources Needed:

Budget: