

STRATEGIC
PLAN
2014

God's Plan to Build a Thriving Church *together*



NATIONAL
PRESBYTERIAN
CHURCH



Brothers and Sisters in Christ at National Presbyterian Church,

TOGETHER, we as a congregation are committed to knowing and serving the Savior, who is the cornerstone of our faith and the head of our church. Supporting us is a rich 250-year history of faithfulness and a heritage of biblical teaching and worship. Awaiting us is a bright future if we trust God, embrace His call, and act.

As we look to the future, we prayerfully have been asking:

- Where is the Holy Spirit leading us in the next few years and for decades to come?
- How do we build on the momentum, energy, and enthusiasm of recent years to be a thriving community that both honors and enriches the legacy we leave for generations to come?
- To what ministries and service is God calling us?
- How will we grow in maturity in our faith and lead others to Christian faith and community?

The Session, through its Strategic Planning Team, has been in conversation with the congregation this past year about who we are and who we believe God is calling us to be. The Team has held over 50 meetings with church leadership, staff, and congregational focus groups; conducted a congregational survey with nearly 500 respondents; and received and considered dozens of written suggestions through comment boxes, letters and email. The Team gained deep insight into our strengths and our opportunities. They visited other churches and studied literature in the areas of church strategy and organization.

The Team has sought God's direction in Scripture, in conversation, and in prayer with you and with each other. Many church members have also been praying for God's will to be made known through this planning effort and for God's passion for the future of NPC to shine through the plan. We believe that God has answered and is answering these prayers.

Now to God who by the power at work within us is able to accomplish abundantly far more than all we can ask or imagine, to him be glory in the church and in Christ Jesus to all generations, forever and ever. Amen.

—EPHESIANS 3:20–21

STRATEGIC PLANNING TEAM

Ginny Beeson
Fred Byus
Brian Julius
Scott Nycum
Nancy Peterson
Bryce Pippert
David Renwick
Tisha Schestopol
Terry Schlossberg
Janice Sessing

The plan that follows belongs to all of us – *together*. You are important to its success. So, before you read further, pray. Ask God to open your eyes, heart, and mind to what you are reading. As you read the plan, ask God to show you how and where you can bring the first fruits of your time, talent, and treasure to help build a strong and thriving NPC in 2015 and beyond.

Ginny Beeson
Strategic Planning Team Chair

David Renwick
Senior Pastor

OUR MISSION

Leading People to Become Faithful Followers of Jesus Christ Together in God's World

We believe God is calling us to lead people to become faithful followers of Jesus Christ together in God's world. This new mission statement boldly declares that NPC is committed to discipleship, to community, to service, and, most importantly, to a deep and abiding faith in Christ.

Jesus said: "Follow me!"

—JOHN 21:19

OUR VISION

To follow Jesus Christ while leading others into faithful discipleship requires that:

- *We understand who the God of the Bible is*
- *We lift our hearts and voices to God together in worship*
- *We seek justice, joyfully engaging in Christ's work and responding to the needs of those in our church, our neighborhood, the city, and the World*
- *We share the good news of God's reconciling love in word and deed*
- *We are servants living out a relational church culture that is hospitable and welcoming to every person who walks through our doors*
- *We are a grace-filled church that draws in diverse newcomers who want to know what defines and excites us*
- *We love and care for one another as members of a family, growing closer to God and one another*
- *We are highly committed stewards of all God's gifts, each giving generously of the time, talents and resources with which we have been blessed*
- *We develop servant leaders equipped to influence others where they worship, work, and live*

Living out this vision for a stronger, deeper community rooted in our love for Christ requires change. It asks each of us to give more fully of ourselves and to take part in bringing life to God's purposes. We must begin now.

Maturing in discipleship requires that we lay aside things that hinder us and that we cleave to that which draws us closer to God, honors God, and exhibits the Kingdom of God to the world. We need to affirm what we believe and seek what we are called to do by engaging in serious study of Scripture. We need to overcome the distances between us that make caring for each other difficult. We need to engage those around us more effectively—National Presbyterian School, university students, families in the neighborhood, and those who serve our nation and the nations of the world. We need to extend our reach into the larger world with the message of the Gospel and the caring presence of Christ.

To be effective in our mission also requires attention to very practical matters: that we improve our church infrastructure, which in many aspects is limping or broken. We need a more flexible



model of governance and staffing that fits a 1,500-plus-member congregation in an urban area. We need to address annual budget shortfalls. We need to invest in our aging facilities to make them more accessible and welcoming, and address a backlog of deferred maintenance of our property.

Fulfilling our vision requires that each of us softens our heart and engages in worship, service, and Christian community in new ways. For some, these changes will mean reorganizing priorities and a higher level of financial commitment. For others, the changes will require important dialogue about activities and programs that we need to stop in order to start new ministries more in line with our vision and calling. And, for many of us, the changes will call us to stretch ourselves to take on things we have never before envisioned – but God has.

God is calling us to grow together, loving and serving in deeper ways. In this calling, we should find hope, joy and excitement for all God has planned for each of us and for NPC.

OUR GOALS

The goals in our plan are aimed at bringing us together in stronger community that desires to know God more fully. As we worship and serve together, we want to develop a more welcoming, loving, and hospitable culture that encourages us all to deeper faith and attracts newcomers. We also need the infrastructure and resources that will enable us to thrive in our mission.

GROW SPIRITUALLY TOGETHER	WORSHIP TOGETHER	PROCLAIM AND EMBODY THE GOSPEL TOGETHER	DEMONSTRATE GOD'S LOVE TOGETHER
<p><i>Grow faithful followers of Jesus Christ.</i></p> <p>HIGHLIGHTS</p> <ul style="list-style-type: none"> • Small Groups • Dedicated Nurture Hour • Expanded use of technology 	<p><i>Worship together as a people being transformed by the gospel.</i></p> <p>HIGHLIGHTS</p> <ul style="list-style-type: none"> • Variety in worship (traditional and contemporary) • Welcoming worship experience 	<p><i>Spread Christ's love and good news in God's world – in our neighborhood and beyond.</i></p> <p>HIGHLIGHTS</p> <ul style="list-style-type: none"> • Prioritized missions and outreach programs 	<p><i>Live in community reflecting Christ in our love for each other.</i></p> <p>HIGHLIGHTS</p> <ul style="list-style-type: none"> • A welcoming and caring servant culture • Deep relationships in neighborhood, city, and region
SUSTAIN NPC TOGETHER			
<p><i>Sustain NPC's mission into the future by updating NPC facilities, enacting organizational changes, providing revenue and resources to support the vision, and identifying and developing future leaders.</i></p> <p>HIGHLIGHTS</p> <ul style="list-style-type: none"> • Address deferred maintenance on facilities and prepare for future needs • Address organizational challenges • Revenue strategy and capital campaign • Future leadership 			



GROW SPIRITUALLY TOGETHER

Grow faithful followers of Jesus Christ

GOAL 1

For where two or three are gathered in my name, I am there among them.

—MATTHEW 18:20

Let the word of Christ dwell in you richly as you teach one another.

—COLOSSIANS 3:16

OBJECTIVE 1.1

Be a community of small groups growing together in faith and knowledge of God's Word; within five years at least fifty percent of NPC members participate in NPC small groups.

Jesus tells us that when Christians gather in His name that He is with them. Washington, D.C. is a bustling city of acquaintances and transient relationships. NPC should be a place where deep Christ-centered relationships exist and can be formed.

There is a hunger in our congregation and city to have this type of community. Small groups are a way to facilitate both spiritual and relational growth. Our church does not currently have a small group program, leaving most of our community engagement to Sunday mornings, committees, or informal gatherings. Small groups are building blocks for community and learning, critical for NPC to thrive.

What is a "small group"?

It is a regular gathering of people who study the Bible and encourage, pray for, serve with and support each other. Small groups may be organized by gender, by age, by region, by life stage, or any combination of factors.



Congregational Survey Results

More than half of survey respondents indicated they have an interest in neighborhood and interest-based small groups

OBJECTIVE 1.2

Adjust the Sunday schedule to promote spiritual growth, worship, and mission together as a community of believers, with a nurture hour dedicated to Sunday school classes between worship services.

*Your word is a lamp to my feet
and a light to my path.*

—PSALM 119:105

To lead people to discipleship in Christ, we must be equipped for the task with strong biblical literacy and a passion for expanding the Kingdom. In June of 2012, the Dedicated Nurture Hour Task force recommended to Session that “a Dedicated Nurture Hour be part of the NPC Sunday morning schedule and inserted between two worship services.” A dedicated nurture hour, as the name suggests, is an hour between worship services for Christian education. It has the following benefits:

- establishing a clear commitment to Christian education,
- deepening our relationships in community,
- leveraging the teaching gifts of our pastoral staff for the benefit of our congregation,
- teaching and equipping of our congregation to be stronger disciples and ministers of the Gospel, and
- supporting other alterations to the Sunday morning schedule to eliminate the long break between services.



Congregational Survey Results

65 %

expressed strong interest in attending Bible study classes

72 %

willing to attend a class or event for spiritual growth

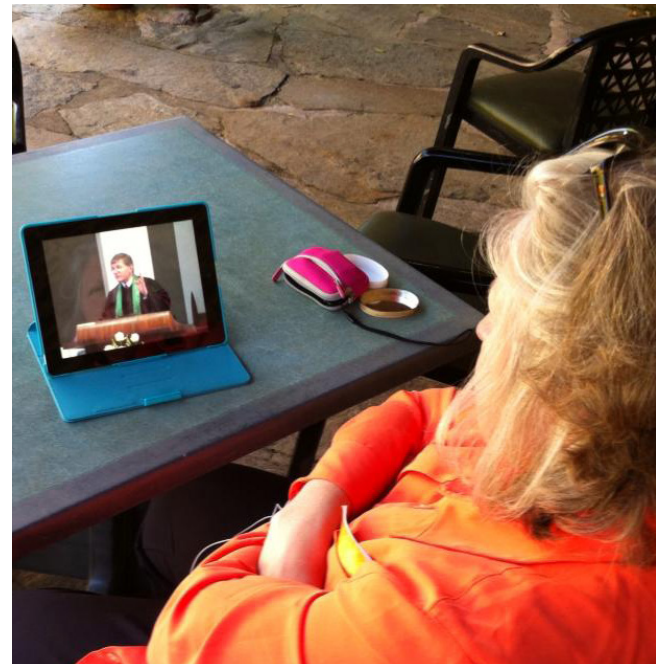
OBJECTIVE 1.3

Provide accessible and appropriate resources to support spiritual growth and community, employing modern technologies, and adjusting staffing as necessary.

The ways we communicate today are significantly different from any previous time in history. Paul wrote letters to encourage Christians in their faith. Today's letters come in the form of email, social media posts and tweets, pictures, and other media, empowering us to reach beyond our sanctuary and invite believers and non-believers to hear the good news of Christ.

Many of our home-bound members and members temporarily away from Washington have benefited from accessing live-streaming of our Sunday morning services over the internet. However, our investments in and prioritization of new modes of communications have been limited and we can be even more innovative in sharing the good news and supporting and connecting our congregation.

We have untapped resources in our congregation with the talent and interest to serve our congregation in new ways with the use of modern technologies. To meet the needs of a 21st-century church, we must invest in the enhanced communication and media necessary to promote engagement, build community and grow NPC.



Those who are unable to come to church on Sunday mornings can watch the live stream of worship online.



Karen Elliott Greisdorf Photography

GOAL 2

WORSHIP TOGETHER

Worship together as a people being transformed by the gospel.

OBJECTIVE 2.1

Increase variety in worship to reflect the diverse community that we are and aspire to be.

Our traditional service has been, and will continue to be, a cornerstone of our ministry. We have an opportunity to build upon it through the inclusion of talented adults and youth in our congregation who can help us worship and encounter God in new ways. Creative forms of worship and programs, such as “Doxology in Hymns,” have been well-received, well-attended and demonstrate that expanded programs can draw others into worship. Many of you have told us that adding new elements and new faces would build upon an already joyful worship service.

Shout for joy to the Lord, all the earth. Worship the Lord with gladness; come before him with joyful songs.

—PSALM 100



Congregational Survey Results

71 % felt that it is important to increase the diversity of our members and regular attenders

38 % would like to have greater diversity of music styles in our worship services

OBJECTIVE 2.2

Commit to and invest in contemporary worship, while continuing to invest in our traditional worship.

For many years, NPC has successfully given priority to its traditional sanctuary services. We also have seen recent increased attendance in the contemporary service. Our commitment to traditional worship will not be diminished. However, contemporary worship must no longer be seen as an innovation or a passing trend. It is an opportunity for us to encounter God, minister to the worship preferences of a diverse congregation, and draw in others. Investment in the contemporary service will be an important growth platform for the ministry of our church.

OBJECTIVE 2.3

Make worship welcoming, hospitable, and accessible.

At times, the formality of our church draws us into profound and reverent encounters with God in worship. Other times, the formal culture of our church inhibits us from showing Christ's love to each of God's children who enters our doors. We have heard many anecdotes of how we have fallen short of showing Christian hospitality to guests and to each other.

*Welcome one another, therefore,
just as Christ has welcomed you,
for the glory of God.*

—ROMANS 15:7

*Let mutual love continue. Do
not neglect to show hospitality to
strangers, for by doing that some
have entertained angels without
knowing it.*

—HEBREWS 13:1-2

When reviewing perceptions about the identity of our church in our congregational survey, approximately two-thirds of respondents thought NPC was “caring” and “welcoming.” Conversely, over one-third of our congregation did not identify NPC as “caring” and “welcoming.” Just one-third of survey respondents identified NPC as “loving,” while two-thirds did not. We must do all we can to ensure that everyone who comes to NPC feels welcomed, cared for, and loved.

OBJECTIVE 2.4

Extend the worship experience outside the current Sunday services.

Modern life in a major metropolitan area comes with busyness, traffic congestion, and schedule challenges that can prevent us from extending the Sabbath into the rest of the week. By broadening the Sunday worship experience, we desire to do more to give people opportunities for worship and learning beyond Sunday morning – throughout the week and accessible to our community.

A small group program (Objective 1.1) and improved use of technology (Objective 1.3) will help further this goal, but we should also consider other opportunities to draw our congregation into worship, such as evening and mid-week worship services.





GOAL 3

PROCLAIM AND EMBODY THE GOSPEL TOGETHER

*Spread Christ's love and good news in God's world –
in our neighborhood and beyond.*

(above) NPC High school students lend a helping hand at Full Gospel Church of Caledonia in Belize.

Jesus said: "You are the salt of the earth...you are the light of the world...let your light shine before others, so that they may see your good works and give glory to your Father in heaven."

–MATTHEW 5:13-14,16

And Jesus came and said to them, "All authority in heaven and on earth has been given to me. Go therefore and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, and teaching them to obey everything that I have commanded you. And remember, I am with you always, to the end of the age."

–MATTHEW 28:18-20

OBJECTIVE 3.1

Increase each member's participation in missions and outreach; be "salt and light," sharing the good news of Jesus Christ in words, deeds, or both.

Christ has called each of us to go and make disciples. We believe NPC should be a place that helps equip its congregants to fulfill Christ's calling to spread His message and love. Over half of our congregation expressed an interest in serving, and we want to make it easier for people to say, "Here am I. Send me!"

Then I heard the voice of the Lord saying, 'Whom shall I send? And who will go for us?' And I said, 'Here am I. Send me!'

–ISAIAH 6:8



Congregational Survey Results

39% expressed interest in participating in international missions programs

60% expressed interest in serving our local community

OBJECTIVE 3.2

Focus the missions and outreach programs of NPC, refining the number of programs and organizations we support; increase congregational awareness of NPC's missions and outreach priorities and investments.

When someone asks what NPC is all about, missions should be among the first things that come to mind. When each of us experiences a desire or call to serve, we should know of specific ways that we can engage in service through NPC. Focusing, promoting, and improving our missions and outreach will allow us to more effectively spread Christ's love and message locally and globally.

How does God's love abide in anyone who has the world's goods and sees a brother or sister in need and yet refuses help?

—1 JOHN 3:17

OBJECTIVE 3.3

Live out our commitment to proclaim and embody the Gospel by incrementally increasing our missions budget each year, with the goal of allocating 20% of NPC's tithes and offerings (called "faith giving" in the budget) to external missions within 5 years. (This objective refers to expenses above and beyond staff salaries and internal program costs.)

God commands us to let our light shine. He expects that we share His good news beyond our Nebraska Avenue campus. Many thriving churches of NPC's size commit to spreading the gospel with more than 20% of their annual budgets. As we continue to expand Christ's ministry in other ways, we must seek to do more with the financial resources God entrusts to us.

In 2014, \$129,000 or approximately 5% of the congregation's tithes and offerings (faith giving) has been allocated for missions. (A further \$120,000 has been allocated to missions from the Charles Proctor bequest.)

In the same way, let your light shine before others, so that they may see your good works and give glory to your Father in heaven.

—MATTHEW 5:16



The National Presbyterian School Chorus helps to make sandwiches for the hungry to be distributed through NPC's mission partner, Martha's Table.



GOAL 4

DEMONSTRATE GOD'S LOVE TOGETHER

Live in community reflecting Christ in our love for each other.

(above) Enjoying time together at the annual "Pray, Eat, Love" celebration.

OBJECTIVE 4.1

Create a culture at NPC that blends formality and informality, and which is hospitable and welcoming to all.

We have heard many anecdotes and stories indicating that we do not always put our best foot forward when it comes to welcoming and including all of Christ's children – be they age three or ninety-three. As described in Objective 2.3, we must strive to be more welcoming, hospitable, and accessible.

*Welcome one another, therefore,
just as Christ has welcomed you,
for the glory of God.*

–ROMANS 15:7

OBJECTIVE 4.2

Celebrate and reinforce a caring and servant culture and mindset throughout NPC's services, programs, training, and activities.

*He sat down, called the
twelve, and said to them,
'Whoever wants to be first
must be last of all and
servant of all.'*

–MARK 9:35

As Presbyterians, we value and are comfortable with ideas. We are organized to support deliberation. Our focus on ideas and deliberation constantly needs to be balanced by opportunities to listen to needs, to care for others, and to roll up our sleeves and demonstrate our love with our presence and our actions (not just our arguments and our rationale). To thrive in the Kingdom and grow in Christian community, we must be humble servants doing God's work, while worshiping our God and loving our neighbor as ourselves.

OBJECTIVE 4.3

Enhance relationships and hospitality between NPC and its surrounding neighborhoods, city, and region.

We have great resources and much to offer our neighborhoods, city and region. We are blessed with a cathedral facility – able to host groups large and small. We are partnered with a thriving school, NPS.

We can walk to other churches, to universities, to embassies, to government offices. We have parking. We must not take these partnerships and resources for granted but build upon them. We must also enhance and deepen our relationships with our surrounding community to draw those in near proximity into closer relationship with us and, more importantly, into closer relationship with God.

But you will receive power when the Holy Spirit has come upon you; and you will be my witnesses in Jerusalem, in all Judea and Samaria, and to the ends of the earth.

–ACTS 1:8

Let no one despise your youth, but set the believers an example in speech and conduct, in love, in faith, in purity.

–1 TIMOTHY 4:12

Jesus said, 'Let the little children come to me, and do not stop them; for it is to such as these that the kingdom of heaven belongs.'

–MATTHEW 19:14

OBJECTIVE 4.4

Expand and sustain the NPC community by pursuing, supporting, and adapting to a younger and more diverse membership.

Our city is growing younger and more diverse, while our congregation does not reflect these demographic shifts. If we are to sustain NPC for years to come, we must attract a younger and more diverse membership – more reflective of our area. To do this, we must be able to meet the needs and support the spiritual growth of students, young families, and young adults from a variety of backgrounds.



AU students gather for a college student luncheon after worship.



Congregational Survey Results

Those who Completed the Survey

63% survey respondents are 55 years of age or older

81% survey respondents are 45 years of age or older

Responses Related to Objective 4.4

80% felt it is important to increase the number of NPC members/regular attenders

71% felt it is important to increase the diversity of NPC members/regular attenders



GOAL 5

SUSTAIN NPC TOGETHER

Sustain NPC's mission into the future by updating NPC facilities, enacting organizational changes, providing revenue and resources to support the vision, and identifying and developing future leaders.

(above) In 2012, the Sanctuary was replastered and painted for the first time since 1988.

OBJECTIVE 5.1

FACILITIES: Update 50-year-old facilities to support our ministry well into the 21st century.

At a glance, our facilities are grand and inspiring. However, our facilities are aging. We have a large backlog of deferred maintenance tasks. Our facilities also impose accessibility challenges for many. While hospitality and a welcoming spirit are keys to building community, NPC's structure is difficult to navigate and poses significant physical barriers to ministry and congregational intimacy.

Our facilities were not designed to support our vision and mission for the coming decades. Additionally, there may be opportunities to unlock new revenue streams from our real estate assets to help sustain NPC into the future, providing opportunities to further the mission of the church while being witnesses to our neighbors as good stewards of God's world.

Did you know?

Our Administration and Youth buildings were built in the 1920s. The cornerstone of our main sanctuary building was dedicated on October 14, 1967.



OBJECTIVE 5.2

ORGANIZATION: Align NPC's organizational, staffing and leadership structure to more effectively serve a church of NPC's size, demographics, and location in a major metropolitan city.

NPC is a large church organized like a small church. The pressure our current organizational structure puts on pastors, staff and lay leadership is not sustainable. To grow and thrive, our Session and councils must be freed from administrative details so they can focus on strategic decisions; staff must be empowered and trained to efficiently and effectively support NPC's congregation and our outreach to the community; and pastors must have the resources they need to run effective ministries for and with the congregation.

OBJECTIVE 5.3

FINANCIAL RESOURCES: Develop a new and comprehensive revenue strategy to include greater financial stewardship commitment, wise use of church property, and a Capital Campaign to sustain and expand the ministries of NPC.

To become the vibrant church we seek to be, we must ensure we have the financial foundation to meet our needs now and into the future. The commitment of our members, generosity of our congregation, and other means of generating income are not currently sufficient to cover significant ministry, community, and facility needs. Our congregational desire to increase our support for missions and community activities far exceeds our giving. Our aging infrastructure poses financial risks that simple maintenance cannot hold off much longer. These challenges will require both increased commitment by our members as well as new ways to generate revenue in support of our mission.

Bring the full tithe into the storehouse, so that there may be food in my house, and thus put me to the test, says the Lord of hosts; see if I will not open the windows of heaven for you and pour down for you an overflowing blessing.

—MALACHI 3:10



Congregational Survey Results

60%

indicate a willingness to contribute to a well-defined capital campaign to upgrade/expand NPC's current facilities

OBJECTIVE 5.4

LEADERSHIP: Establish programs to identify, develop, and support church leaders and volunteers to serve our church now and in the future

Many survey respondents expressed a willingness to take on a leadership role; however, almost two-thirds of respondents feel unprepared for leadership. We need to provide training for leaders to support NPC activities and ministries effectively and recruit volunteers thoughtfully. God has given us many gifts and talents, and we must do more to prepare people to serve both within the NPC community and beyond.



© Karen Elliott Greisdorf Photography

With gratitude to God,
Your NPC Session

John A. Bernbaum *Hermes Williams*
John H. Dickey *Rudy de Leon*
Beth Bartholomew *Margaret Gardner*
John A. Bernbaum *Susan Lockwood*
Nancy Piho *David Schottke* *I. Mills Williams*
Fred Byus *Delores Ziegler* *W. Price Roe*
Emmy Lewis *Ellen Lawler* *Quinn Fox*
Mary Beth Nethercutt *Thea Bournazian* *Rich Davies*
David P. Perovic
David L. Mack *John J. Young Jr.*

Approved September 22, 2014



CLASS OF 2015

Margaret Gardner
Rudy de Leon
Ellen Lawler
Emmy Lewis
David Mack
Mills Williams
John Young

CLASS OF 2016

Thea Bournazian
Jonathan Dickey
Mary Beth Nethercutt
Price Roe
Herma Williams
Delores Ziegler

CLASS OF 2017

Beth Bartholomew
John Bernbaum
Fred Byus
Rich Davies
Susan Lockwood
Nancy Piho
David Schottke



4101 NEBRASKA AVE. NW
WASHINGTON DC 20016
202.537.0800
www.nationalpres.org