

Making God's Love Visible:

A Strategic Plan for First Presbyterian Church of Ann Arbor

December 10, 2021



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Introduction

Founded in 1826 First Presbyterian Church (FPC) of Ann Arbor has a long and vibrant history within the Ann Arbor community and within the PC(USA). Along with its commitment to transformative worship, FPC has been unwavering in its dedication to mission and outreach to the larger community. As it nears its bicentennial, First Presbyterian has embarked on a strategic process to identify where we find ourselves at this point and to identify where the Holy Spirit is leading us.

As the first step, in 2018 the church embarked on a broad process *to establish a clear identity for First Presbyterian Church by outlining our guiding Mission, Vision, and Values, as they related to our current state of existence and our future aims*. Following significant input from the congregation, the task force produced **Mission Vision 2019**. Within this document were a revised Mission Statement, a list of Core Values, and a Vision of whom we strive to be, which still holds true in **Mission Vision 2021**. The Mission Statement, Make God's Love Visible, affirms that...

First Presbyterian Church is an inclusive and diverse faith community, led by the Holy Spirit, who welcomes people of all ages and backgrounds to come together to explore, nurture, and deepen their faith. Through worship, shared discussion, participation, and service, we aim to make God's love felt throughout our congregation, and community, and echo throughout the world. Our challenge is to serve God with joy and to bear witness to God's transforming love made visible in Jesus Christ.

In seeking to bring the Mission Statement to life, the task force identified aspirations that are integral to the church we seek to:

- Welcome unconditionally
- Gather joyously
- Love abundantly
- Lead collaboratively
- Learn wholeheartedly
- Worship passionately
- Serve generously
- Give unsparingly
- Cultivate the gifts of people creatively
- Communicate honestly
- Manage facilities wisely
- Care lovingly for one another and our leaders and staff

Testing Times

These past two years have been a test to all and how we come out of these difficult years says more about who we are as a community than anything else. Together we persevered; we have learned, unlearned and relearned how to thrive as a community of faith. We pivoted quickly when COVID-19 became a threat to ensure that our community was safe. We made sure to provide online worship services, faith formation gatherings, and virtual community events to be together and to show our commitment to faith when we needed it more than ever. We served the real human needs of our community with resources and essentials of food, shelter, medical care and emergency aid. Not only did we find ways to work together remotely, but we also did so successfully.

Mission Vision 2021 and Accomplishments

Our **Mission Vision 2021** reflects a combined effort from all the previously formed workgroups in 2020: 1) Compassion; 2) Diversity, Inclusion, Accessibility, and Accountability (DIAA); 3) Faith Formation; 4) Mission; 5) Worship; 6) Transparency/Governance; 7) Generosity; 8) Facilities/Personnel. While these workgroups are not nec-

essarily parallel and do not directly mirror FPC's committee structure, they represent areas around which our priorities could evolve.

While the very nature of this work calls us into shared responsibility to bring the Strategic Plan to life, the strategies identified by the spirit-led workgroups are separated into FPC's existing ministry areas so that committees and workgroups may easily identify lines of responsibility: **Worship/Music, Faith Formation, Pastoral Care/Congregational Life, Mission, and Stewardship of Resources**. One additional group, **Integrated Communications**, approved by Session and launched in June 2021, will be responsible for recommending and implementing strategies around external and internal communications, bringing cohesion and a comprehensive approach to all media forms.

Based on the workgroups' and committees' overarching guideposts, identified in **Mission Vision 2019**, the following strategies have been accomplished:

- Expanded our ability to live-stream all services, including those in the evening, regardless of location
- Completed purchase and installation of new camera system, tricaster, and sound board needed for live streaming worship and other sanctuary events
- Created an annual Interfaith Service
- Incorporated children, youth, and families in FPC's worship leadership
- Reviewed and revised the process for joining First Presbyterian
- Established a clear procedure for approval and funding of substantive expenditures which required resources beyond those provided in the annual operating budgets
- Created a new welcome statement
- Established Social Justice Workgroup

[A Living and Collaborative Document](#)

Within each ministry area, the strategies are grouped in three chronological stages: near-term (by 2022), mid-term (by 2024) and long-term (by 2026). Partner committees and workgroups are identified to the right of each strategy. There is also a Reference Key that is used to cross-reference the strategy to its location on the Resource Table. The Resource Table, an addendum to the Strategic Plan, is a concise listing of strategies, timeframes, and the responsible committees. The individual workgroup reports are available upon request.

To be successful, this Plan must be a living document: while adhering to the essence of the Plan, revisions will possibly, in fact should, be necessary. As such, it is recommended that, at a minimum, the Strategic Plan be reviewed at the beginning and end of each programmatic year. A Session-appointed Strategic Planning Guiding Team has received reports from responsible ministry areas. Committees have indicated progress toward accomplishing the strategies as well as suggesting modifications and adjustments.

Ministry Areas' work is guided by the strategies previously set forth in the Plan. While these strategies should be a priority for our work together, they are designed to guide, not to limit, our efforts and creativity. Although not a specific strategy, a church-wide spirit of commitment is a vital aspect of becoming the church envisioned in these aspirations.

The strategies that follow are the product of many months of prayerful discernment and collaborative engagement. The Strategic Planning Guiding Team and Session have gone before us and discerned a path forward. It is now incumbent upon all of us, as members of this household of faith, to make the vision a reality.

May the work of this Plan make God's love visible to FPC and to all with whom we are in community and seek to serve.

Our worship of God is primary. It is, by necessity, the central act of any healthy, vibrant community of faith. Whether or not we acknowledge it to others, or even to ourselves, the act of worshiping simultaneously expresses and shapes the way we feel, the way we think, and the way we live. Our daily lives are, in fact, a form of worship. In this section we are primarily addressing the explicit and direct behavior of the gathering of God’s people to express their love, gratitude, hope, pain, and longing. The commandment to worship could hardly be more direct:

Mark 12:30 The Lord our God, the Lord is one; you shall love the Lord your God with all your heart, and with all your soul, and with all your mind, and with all your strength.”

The words are straightforward; Jesus, in fact, quotes them directly from Deuteronomy 6:5. But we sometimes find it hard to know how to live into them. Psalm 100 gives us some help:

Psalm 100:1-3 Make a joyful noise to the Lord, all the earth. Worship the Lord with gladness; come into God’s presence with singing.

The strategies below help us to live into our response to our God. They specifically address creating an inspirational and transformative worship space, eliminating physical and social barriers so that all worshipers can be included, involving all generations in worship leadership, and extending our worship opportunities far beyond our physical space.

| | |
|--|----------------|
| Completed- 2019/2020 | Partners |
| Expand our ability to live-stream all services, including those in the evening, regardless of location [WM5] | Communications |
| Create an annual Interfaith Service [WM6] | Mission |
| Incorporate children, youth, and families in FPC’s worship leadership [WM3] | Formation |

| | |
|--|---------------------------------------|
| Strategies – 2021/2022 | Partners |
| Implement interim, low-cost modifications to Chancel to provide adequate space for worship leadership/choir, improve functionality, and provide greater connection between the locus of worship and the worshiper [WM1] | Property Finance |
| Modify Monteith Hall to provide a space to create an environment that is more flexible in its use and more conducive to an expanded worship repertoire. Modifications include the addition of a floor-inlayed labyrinth, enhanced acoustics and lighting, improved sound amplification and technology, paint, and new liturgical furnishings [WM2] | Property Finance Communications |
| Continue to deepen the worship experience by including dramatic readings, tableaux, liturgical dance, congregational movement that shortens the distance between the worshiper and the chancel [WM4] | |
| ASL interpretation for services as needed [WM7] | Mission |

| | |
|--|----------------------|
| Strategies – 2023/2024 | Partners |
| Revisit times, location, and character of our worship services. Consider expansion of worshipers they serve. [WM8] | Mission |
| Assess the value of continuing a radio broadcast of our services. Migrate radio streaming to a station that is aligned with FPC's ethos if the broadcast is continued. [WM9] | Mission Cong Life |
| Hold off-site, fully accessible worship services to shift perception away from church being a specific location [WM10] | Formation |

| | |
|--|--|
| Strategies – 2025/2026 | Partners |
| Reconfigure Sanctuary chancel, nave, and narthex to shorten the distance (literally and figuratively) between the locus of worship leadership and the experience of worship in the congregation [WM11] | Property Finance Communications Mission |

In this complex, often incomprehensible, sometimes frightening world, the task of answering our call to love and serve God, and to love and serve neighbor, can be daunting. The third section of the Strategic Plan document speaks to spiritual growth and development. It speaks to equipping the saints (perhaps surprisingly, that means each of us – all of us!), and to giving our children, youth, college students, young adults, and not-so-young adults, the spiritual, physical, and virtual tools we all need to do the work of our God, the work of our hands and our hearts, the work of our calling.

Isaiah 1:17 Learn to do good; seek justice, rescue the oppressed, defend the orphan, plead for the widow.

Colossians 1:9-10 For this reason, since the day we heard it, we have not ceased praying for you and asking that you may be filled with the knowledge of God's will in all spiritual wisdom and understanding, so that you may lead lives worthy of the Lord, fully pleasing to God, as you bear fruit in every good work and as you grow in the knowledge of God.

Our call to learn and grow is clear and applies to all of us. It is the focus of this section to offer that opportunity. This may not necessarily be learning of an intellectual or academic sort. It can also be about learning how broadly the call to love our neighbor needs to reach, and of finding new ways to do the reaching. It includes a more emotional, more spiritual learning – about opening not only our minds and our hands, but also our hearts.

| Strategy – 2021/2022 | Partners |
|---|--------------------|
| Encourage personal practices such as prayer, journaling, spiritual practices, and retreats [FF1] | Worship |
| Provide an environment and support that encourages family participation in church events including childcare where appropriate [FF2] | Finance |
| Expand and deepen ministry with young adults and U-M Students by providing opportunities to serve at FPC, e.g. sound board, nursery, volunteering with youth and children [FF3] | |
| Invite, encourage, lead, and cultivate opportunities in which all ages and stages may become part of the fabric of the church and experience intergenerational activities and relationships [FF4] | Worship Mission |

| Strategy – 2023/2024 | Partners |
|--|---------------------------|
| Offer a robust faith formation program for all ages and stages of life [FF5] | |
| Incorporate and deepen our understanding of, and engagement with, social justice issues at all ages and stages in life and collaborate with Local Mission to establish a Social Justice Advocacy group that provides opportunities for congregants to advocate for social justice issues [FF6] | Mission |
| Provide all age groups opportunities to deepen interfaith understanding through ecumenical activities, including visits to other faith communities [FF7] | Mission Worship |
| Create and use technology to attract, engage, and enrich faith formation [FF9] | Communications |
| Equip classrooms, learning and meeting spaces with appropriate state-of-the-art technology for in-person and at-home activities [FF10] | Communications Finance |

If we are to have the strength and the will to be God’s hands and feet in the world, we have to be strong and healthy ourselves. Worship and Faith Formation prepare us with the will and the way to serve others, but we must also care for ourselves and our church family. From the earliest days of Christianity, followers of this radical new faith took care of each other. Jesus modeled it in his behavior and in his teaching.

John 13:14 So if I, your Lord and Teacher, have washed your feet, you also ought to wash one another's feet.

1 Corinthians 12:24b-26 but the members may have the same care for one another. If one member suffers, all suffer together with it; if one member is honored, all rejoice together with it.

And even earlier, in one of the most beautiful texts in Hebrew scripture we hear Ruth, speaking to her grieving mother-in-law:

But Ruth said, “Do not press me to leave you or to turn back from following you! Where you go, I will go; Where you lodge, I will lodge; your people shall be my people, and your God my God. Where you die, I will die— there will I be buried. May the Lord do thus and so to me, and more as well, if even death parts me from you!”

For many, this is a hard lesson. An overcharged work-ethic, a societal push for productivity, our individual confusion about the difference between self-care and selfishness all get in the way of providing a nurturing environment for ourselves, our families, and our community of faith. It isn’t that we don’t have a model right at the beginning of Genesis – God rested on the seventh day, and even before that, there was evening and there was morning beginning in the first paragraph of the Bible. Pastoral Care and Congregational Life are vital elements of being a strong and healthy church. The strategies in this section address steps we can take to enhance our communal life and to provide an inclusive and authentic welcome to our sisters and brothers.

| Completed- 2019/2020 | Partners |
|---|----------|
| Create a new welcome statement [CL3] | |
| Review and revise the process for joining [CL5] | Session |

| Strategy – 2021/2022 | Partners |
|---|---------------------------------|
| Create a Radical Hospitality Task Force (DIAA) to eliminate barriers to our worship life, to oversee all aspects of accessibility, to encourage diversity and to provide for church accountability– including all generations, races, economic classes, sexual orientations, gender expressions, political ideologies, backgrounds, and those who are differently abled [CL1] | Session Worship Formation |
| Include items to determine spiritual and tangible needs and target programming for the upcoming year in annual congregational survey [CL2] | |
| Enhance and expand our downloadable resources [CL4] | Communications |
| Foster connection by increasing opportunities for digital engagement [CL6] | Communications |
| Expand database of community resources of social, mental, and spiritual health specialists [CL7] | Communications |

| | |
|--|----------------|
| Expand outreach and participation for ongoing support groups, including grief support and Caregivers [CL8] | |
| Conduct annual review of existing support groups and consider those needed in the community that the church might provide - either through existing staff or members, or in partnership with other local churches or organizations [CL9] | |
| Cultivate a sense of virtual hospitality through online meetings and gatherings that are primarily focused on welcoming all, strengthening social connections, and building relationships [CL10] | Communications |
| Enhance congregational participation by communicating activities and opportunities to the congregation; by developing tools to recruit, manage, support, and engage volunteers, including creation of virtual want-ads; and by helping newcomers connect with volunteer opportunities [CL11] | Communications |
| Expand Greeters in the Pew program [CL12] | |
| Provide Scholarship Fund for events with meals [CL13] | Finance |
| Create a digital photo directory [CL14] | Communications |
| Incorporate children, youth, and families in all church activities [CL15] | Formation |

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| Strategy – 2023/2024 | Partners |
| Foster connection and participation in the life and ministries of First Pres by offering clear updated digital information about ministries and opportunities for engagement, service, and action [CL16] | Communications |
| Expand Stephen Ministry Program and market availability to the larger community [CL17] | |
| Develop Circles of Light Program [CL18] | |
| Develop forum and process for members of the FPC community to share their faith stories in worship and in devotional materials [CL19] | Worship |
| Create all-inclusive church-wide events that includes those with special needs and abilities [CL20] | |
| Expanded accessibility-conscious Pilgrimage opportunities with lower cost and scholarships [CL21] | Finance |

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|---|-----------|
| Strategy –2025/2026 | Partners |
| Expand Circles of Light Program [CL22] | |
| Provide a welcoming and sustainable community for T2A2 (Twenties and Thirties) [CL23] | Formation |

Mission

As we close our Sunday morning worship each week we are challenged to go out into our community and world and begin our service. This deeply meaningful charge prompts us to actively express our love of God through our love of neighbor and through our lives' work – to care for and serve our sisters and brothers who look like us and those who look very different; those who think as we do and those with whom we disagree completely; those who live nearby and those who live in places we can hardly imagine; those who are wealthy beyond our understanding and those who go to sleep on city sidewalks or straw mats. The ways we live with each other, and try to welcome and serve each other, are the subjects of this section.

Leviticus 19:18 You shall not take vengeance or bear a grudge against any of your people, but you shall love your neighbor as yourself: I am the Lord.

Galatians 5:14 For the whole law is summed up in a single commandment, "You shall love your neighbor as yourself."

It is hard to imagine how anything in the Bible could be more direct – these verses and many others like them are unequivocal. Yet they are difficult for us, as individuals, as a society, and as the church. It takes courage and it takes grace to love our neighbor in a world of consumerism, systemic racism, self-centeredness, and fear. This section has strategies designed to move us closer toward caring relationships with each other, increased service to the world, and radical hospitality to all.

| | |
|---|-----------|
| Completed- 2019/2020 | Partners |
| Establish Social Justice Workgroup [MI3] | Formation |
| Strategy – 2021/2022 | Partners |
| Establish and expand collaborative relationships with community organizations [MI1] | Cong Life |
| Integrate mission into the life and work of our community of faith [MI2] | Formation |
| Incorporate children, youth, young adults, and families in service opportunities [MI4] | Formation |
| Participate in mission in partnership with other Presbyterian Mission CoWorkers, Projects, Initiatives and Programs [MI5] | |
| Create focused and effective International Mission Projects [MI6] | |
| Create an Interfaith Initiative [MI7] | |
| Strategy – 2023/2025 | Partners |
| Review Mission Policies for effectiveness and relevance [MI8] | |
| Examine possibilities for new local and international mission projects [MI9] | |
| Expand Use of Facilities for Mission-centric programs [MI10] | Property |
| Ensure adequate staff resources are focused on Missional Programs and related volunteers [MI11] | Personnel |

Stewardship of Resources (Finance) *Sub-Groups: Annual Giving - Endowment - Special Gifts*

Perhaps the very first story many of us heard that had to do with Stewardship of Resources is the parable of the talents, found in Matthew 25. A man entrusts a part of his wealth to each of three servants. One buries it because he is afraid and wants to keep it safe, but the others invest the talents, and double the amount they began with. This section of the Strategic Plan calls for us to use our resources wisely – certainly to care for them and protect them, but also to invest our resources of time, talent, and money in ways that foster our commitment to God and to the church. This section addresses our financial resources, the care of our physical campus, and our use of technology.

1 Chronicles 16:29 Ascribe to the Lord the glory due God's name; bring an offering, and come before God. Worship the Lord in holy splendor;

As worshipers, most of us have cared deeply about the spaces in which we worship and do the work of God. The ancient Hebrews built and rebuilt the temple in Jerusalem – the very act of rebuilding helped them survive and reclaim their lives as a people. As Notre-Dame de Paris burned in April of 2019, people all over the world wept, and in an astounding short time funds were donated for its restoration. The church indeed is not a building, not a location, but its building and location are none the less important to its worshipers, the community of saints from the past, present, and future - a place for both our young children and the most senior of our membership to call home. We must use our resources wisely, we must care for and enhance our beautiful facility, and we must provide and use the most up-to-date technological tools to serve our God. The strategies in this section guide us thoughtfully in that direction.

| | |
|--|----------|
| Completed- 2019/2020 | Partners |
| Establish a clear procedure for approval and funding of substantive expenditures which require resources beyond those provided in the annual operating budgets | Session |

| | |
|---|----------------|
| Strategy – 2021/2022 | Partners |
| Develop phased approach for new HVAC system and implement Phase I – Sanctuary and Social Hall [SR1] | Property |
| Make transparency the subject of the Fall Officer Retreat within the Governance Task Force [SR2] | Session |
| Make the work of committees, boards, and workgroups more accessible by publishing minutes in a timely way and extending an open invitation to people not on the committee [SR3] | Communications |
| Create a policy and procedure database that is accessible to the congregation and that is reviewed and revised on an established schedule [SR4] | Admin |
| Provide opportunities for congregation to identify areas that feel less than transparent [SR5] | Session |
| Budget \$250,000 annually for capital repair/replacement with the understanding the Capital Campaign will budget to cover past unfunded repair and replacement [SR6] | Property |

| Strategy – 2023/2024 | Partners |
|---|----------------------------|
| Improve parking availability and offer safe transport [SR7] | Property |
| Ensure staff policies and procedures integrate values of DIAA (Diversity, Inclusion, Accessibility, and Accountability) [SR8] | Personnel |
| Replace sound system in sanctuary with incorporated hearing loop [SR9] | Property Communications |
| Complete remaining phases of HVAC system [SR10] | Property |
| Enable remote participation for committee meetings [SR11] | All |
| Ensure Youth and Young Adult assignment to every Session Committee [SR12] | Session |
| Ensure FPC’s investments are fully socially responsible [SR13] | |
| Ensure completion of capital campaign to address all deferred maintenance, life safety, and replacement needs [SR14] | Property |
| Install updated exterior and interior signage and wayfinding that includes Braille [SR15] | Property |
| Conduct a Capital Campaign culminating in 2023 [SR16] | |
| Review our FPC stage configuration, organization, and staffing pattern | Personnel |

| Strategy – 2025/2026 | Partners |
|---|-----------|
| Make Sanctuary, Social Hall, and Welcome Center fully accessible from any entrance [SR17] | Property |
| By 2025, oversee cost increases grow 2.25% less than revenue net growth to achieve budget balance [SR18] | |
| Budget expenditures in Stewardship, Faith Formation, Worship and Congregational Life to increase by 1% less than the revenue net growth. Budget expenditures in Mission to increase by .75% less than the revenue net growth. Budget Personnel and Property to increase by 3% less than the revenue net growth. | All |
| Work to sustain growth in pledge receipts and other donations by 7.5% per year [SR20]. | All |
| Reduce the annual operating deficit to \$0 by 2025. Fund Residency entirely out of endowment through 2022 [SR21] | |
| By 2025 have a capital planning and budgeting framework with fully secured financing for non-operating expenses [SR22]. | |
| Establish a culture and practice of financial stewardship [SR23] | Formation |

Integrated Communications

Integrated Communications is a concept that ensures that all forms and platforms of internal and external communication are linked together into an integrated communications process that builds mutually beneficial relationships between the Church and its congregation, community and the people we serve. This includes strategic communication planning, relationship building, creative development and implementation using a variety of tools including live-streaming of services, website, social media, print, and all other ways we as a church interact with others.

Exodus 35:31-32, 35 And he has filled him with the Spirit of God, with skill, with intelligence, with knowledge, and with all craftsmanship, to devise artistic designs, to work in gold and silver and bronze... He has filled them with skill to do every sort of work done by an engraver or by a designer or by an embroiderer in blue and purple and scarlet yarns and fine twined linen, or by a weaver—by any sort of workman or skilled designer.

Philippians 4:8 Finally, beloved, whatever is true, whatever is honorable, whatever is just, whatever is pure, whatever is pleasing, whatever is commendable, if there is any excellence and if there is anything worthy of praise, think about these things.

While the recent COVID restrictions will fade, the changes in our society are continuing to move forward at an accelerated pace. Communications ranging from new technology to continued use of printed material is necessary to reach all members of our congregation and community. A fully integrated communications strategy and committee to work on this aspect of our mission is needed to stay relevant to a diverse congregation and the world and community in which we sit.

| | |
|--|--------------------|
| Completed- 2019/2020 | Partners |
| Completed purchase and installation of new camera system, tricastor, and sound board needed for live streaming worship and other sanctuary events | Worship |
| Completed launch of live streaming worship and other sanctuary events | Worship |
| Strategy – 2021/2022 | Partners |
| Update and redesign church website in a newer platform | Finance |
| Strategy – 2023/2024 | Partners |
| New speaker system in the Sanctuary [T1] | Worship |
| Expand Live-Streaming indoors to include all services and all locations within the church (i.e. Monteith Hall and other rooms) with purchase of portable camera and other equipment necessary [T2] | Worship Finance |
| Expand Live-Streaming outdoors with the purchase of new sound equipment and other technology needed [T3] | Worship |
| Add 2 new wireless channels to the system [T4] | |

FPC Strategic Plan Resource Matrix

| Number | Strategy Category | Year | Strategy | Responsible Committee(s) | | | | | | | | | | | Operating Budget Financial Resources | Capital Financial Resources | Sort | |
|--------|-------------------|-----------|--|--------------------------|-------------------------|-----------------|---------|----------|---------|----------------|----------------|-----------|---------|-----------------|--------------------------------------|-----------------------------|------|----|
| | | | | Worship/Music | Pastoral Care/Cong Life | Faith Formation | Mission | Property | Finance | Communications | Administration | Personnel | Session | Human Resources | | | | |
| WM1 | Worship / Music | 2021/2022 | Implement interim, low-cost modifications to Chancel to provide adequate space for worship leadership/choir, improve functionality, and provide greater connection between the locus of worship and the worshiper | X | | | | X | X | | | | | | | | | 1 |
| WM2 | Worship / Music | 2021/2022 | Modify Monteith Hall to provide a space to create an environment that is more flexible in its use and more conducive to an expanded worship repertoire. Modifications include the addition of a floor-inlay labyrinth, enhanced acoustics and lighting, improved sound amplification and technology, paint, and new liturgical furnishings | X | | | | X | X | X | | | | | | | | 2 |
| WM3 | Worship / Music | Completed | Incorporate children, youth, and families in FPC's worship leadership | X | | X | | | | | | | | | | | | 3 |
| WM4 | Worship / Music | 2021/2022 | Continue to deepen the worship experience by including dramatic readings, tableaux, liturgical dance, congregational movement that shortens the distance between the worshiper and the chancel | X | | | | | | | | | | | | | | 4 |
| WM5 | Worship / Music | 2021/2022 | Expand our ability to live-stream all services | X | | | | | | X | | | | | | | | 5 |
| WM6 | Worship / Music | Completed | Create an annual Interfaith Service | X | | | | | | | | | | | | | | 6 |
| WM7 | Worship / Music | 2021/2022 | ASL interpretation for services as needed | X | | | | | | | | | | | | | | 7 |
| WM8 | Worship / Music | 2023/2024 | Revisit times, location, and character of our worship services. Consider expansion of worshippers they serve. | X | | | | | | | | | | | | | | 8 |
| WM9 | Worship / Music | 2023/2024 | Assess the value of continuing a radio broadcast of our services. Migrate radio streaming to a station that is aligned with FPC's ethos if the broadcast is continued. | X | | | | | | | | | | | | | | 9 |
| WM10 | Worship / Music | 2023/2024 | Hold off-site, fully accessible worship services to shift perception away from church being a specific location | X | | X | | | | | | | | | | | | 10 |
| WM11 | Worship / Music | 2025/2026 | Reconfigure Sanctuary chancel, nave, and narthex to shorten the distance (literally and figuratively) between the locus of worship leadership and the experience of worship in the congregation | X | | | | X | X | X | | | | | | | | 11 |
| FF1 | Formation | 2021/2022 | Encourage personal practices such as prayer, journaling, spiritual practices, and retreats | X | | X | | | | | | | | | | | | 12 |
| FF2 | Formation | 2021/2022 | Provide an environment and support that encourages family participation in church events including childcare where appropriate | | | X | | | X | | | | | | | | | 13 |
| FF3 | Formation | 2021/2022 | Expand and deepen ministry with young adults and U-M Students by providing opportunities to serve at FPC, e.g. sound board, nursery, volunteering with youth and children | | | X | | | | | | | | | | | | 14 |
| FF4 | Formation | 2021/2022 | Invite, encourage, lead, and cultivate opportunities in which all ages and stages may become part of the fabric of the church and experience intergenerational activities and relationships | | | X | | | | | | | | | | | | 15 |
| FF5 | Formation | 2023/2024 | Offer a robust faith formation program for all ages and stages of life | | | X | | | | | | | | | | | | 16 |
| FF6 | Formation | 2023/2024 | Incorporate and deepen our understanding of, and engagement with, social justice issues at all ages and stages in life and collaborate with Local Mission to establish a Social Justice Advocacy group that provides opportunities for congregants to advocate for social justice issues | | | X | X | | | | | | | | | | | 17 |
| FF7 | Formation | 2023/2024 | Provide all age groups opportunities to deepen interfaith understanding | | | X | | | | | | | | | | | | 18 |
| FF9 | Formation | 2023/2024 | Create and use technology to attract, engage, and enrich faith formation | | | X | | | | X | | | | | | | | 20 |
| FF10 | Formation | 2023/2024 | Equip classrooms, learning and meeting spaces with appropriate state-of-the-art technology for in-person and at-home activities | | | X | | | X | X | | | | | | | | 21 |
| CL1 | PC/Cong Life | 2021/2022 | Create a Radical Hospitality Task Force | X | X | X | | | | | | | X | | | | | 22 |
| CL2 | PC/Cong Life | 2021/2022 | Include items to determine spiritual and tangible needs | | X | | | | | | | | | | | | | 23 |
| CL3 | PC/Cong Life | Completed | Create a new welcome statement | | X | | | | | | | | | | | | | 24 |
| CL4 | PC/Cong Life | 2021/2022 | Enhance and expand our downloadable resources | | X | | | | | X | | | | | | | | 25 |
| CL5 | PC/Cong Life | Completed | Review and revise the process for joining | | X | | | | | | | | X | | | | | 26 |
| CL6 | PC/Cong Life | 2021/2022 | Foster connection by increasing opportunities for digital engagement | | X | | | | | X | | | | | | | | 27 |
| CL7 | PC/Cong Life | 2021/2022 | Expand database of community resources of social, mental, and spiritual health specialists | | X | | | | | X | | | | | | | | 28 |
| CL8 | PC/Cong Life | 2021/2022 | Expand outreach and participation for ongoing support groups, including grief support and Caregivers | | X | | | | | | | | | | | | | 29 |
| CL9 | PC/Cong Life | 2021/2022 | Conduct annual review of existing support groups and consider those needed in the community that the church might provide - either through existing staff or members, or in partnership with other local churches or organizations | | X | | | | | | | | | | | | | 30 |
| CL10 | PC/Cong Life | 2021/2022 | Cultivate a sense of virtual hospitality through online meetings and gatherings that are primarily focused on welcoming all, strengthening social connections, and building relationships | | X | | | | | X | | | | | | | | 31 |
| CL11 | PC/Cong Life | 2021/2022 | Enhance congregational participation | | X | | | | | X | | | | | | | | 32 |
| CL12 | PC/Cong Life | 2021/2022 | Expand Greeters in the Pew program | | X | | | | | | | | | | | | | 33 |
| CL13 | PC/Cong Life | 2021/2022 | Provide scholarship fund for events with meals | | X | | | | | X | | | | | | | | 34 |
| CL14 | PC/Cong Life | 2021/2022 | Create a digital photo directory | | X | | | | | | | | | | | | | 35 |
| CL15 | PC/Cong Life | 2021/2022 | Incorporate children, youth, and families in all church activities | | X | | | | | | | | | | | | | 36 |
| CL16 | PC/Cong Life | 2023/2024 | Foster connection and participation in the life and ministries of First Pres | | X | | | | | X | | | | | | | | 37 |
| CL17 | PC/Cong Life | 2023/2024 | Expand Stephen Ministry Program | | X | | | | | | | | | | | | | 38 |
| CL18 | PC/Cong Life | 2023/2024 | Develop Circles of Light Program | | X | | | | | | | | | | | | | 39 |
| CL19 | PC/Cong Life | 2023/2024 | Develop forum and process for members of the FPC community to share their faith stories | X | X | | | | | | | | | | | | | 40 |
| CL20 | PC/Cong Life | 2023/2024 | Create all-inclusive church-wide events that include those with special needs and abilities | | X | | | | | | | | | | | | | 41 |
| CL21 | PC/Cong Life | 2023/2024 | Expanded accessibility-conscious Pilgrimage opportunities | | X | | | | | X | | | | | | | | 42 |
| CL22 | PC/Cong Life | 2025/2026 | Expand Circles of Light Program | | X | | | | | | | | | | | | | 43 |
| CL23 | PC/Cong Life | 2025/2026 | Provide a welcoming and sustainable community for T2A2 | | X | X | | | | | | | | | | | | 44 |
| MI1 | Mission | 2021/2022 | Establish and expand collaborative relationships with community organizations | | X | | X | | | | | | | | | | | 45 |
| MI2 | Mission | 2021/2022 | Integrate mission into the life and work of our community of faith | | | X | X | | | | | | | | | | | 46 |
| MI3 | Mission | Completed | Establish Social Justice Advocacy Group | | | X | X | | | | | | X | | | | | 47 |
| MI4 | Mission | 2021/2022 | Incorporate children, youth, young adults, and families in service opportunities | | | X | X | | | | | | | | | | | 48 |

FPC Strategic Plan Resource Matrix

| Number | Strategy Category | Year | Strategy | Responsible Committee(s) | | | | | | | | | | Human Resources | Operating Budget Financial Resources | Capital Financial Resources | Sort |
|--------|-------------------|-----------|---|--------------------------|-------------------------|-----------------|---------|----------|---------|----------------|----------------|-----------|---------|-----------------|--------------------------------------|-----------------------------|------|
| | | | | Worship/Music | Pastoral Care/Cong Life | Faith Formation | Mission | Property | Finance | Communications | Administration | Personnel | Session | | | | |
| M15 | Mission | 2021/2022 | Participate in mission in partnership with other Presbyterian Mission CoWorkers, Projects, Initiatives and Programs | | | | X | | | | | | | | | | 49 |
| M16 | Mission | 2021/2022 | Create focused and effective International Mission Projects | | | | X | | | | | | | | | | 50 |
| M17 | Mission | 2021/2022 | Create an Interfaith Initiative | | | | X | | | | | | | | | | 51 |
| M18 | Mission | 2025/2026 | Review Mission Policies for effectiveness and relevance | | | | X | | | | | | | | | | 52 |
| M19 | Mission | 2025/2026 | Examine possibilities for new local and international mission projects | | | | X | | | | | | | | | | 53 |
| M110 | Mission | 2025/2026 | Expand use of facilities for mission-centric programs | | | | X | X | | | | | | | | | 54 |
| M111 | Mission | 2025/2026 | Ensure adequate staff resources are focused on Missional Programs and related volunteers | | | | X | | | | | X | | | | | 55 |
| SR | Stwrdshp Resrcs | Completed | Establish a clear procedure for approval and funding of substantive expenditures which require resources beyond those provide in the annual operating budgets | | | | | | | X | | | X | | | | |
| SR1 | Stwrdshp Resrcs | 2021/2022 | Develop phased approach for new HVAC system and implement Phase I | | | | | | X | X | | | | | | | 56 |
| SR2 | Stwrdshp Resrcs | 2021/2022 | Make transparency the subject of the Fall Officer Retreat | | | | | | | | | | X | | | | 57 |
| SR3 | Stwrdshp Resrcs | 2021/2022 | Make the work of committees, boards, and workgroups more accessible by publishing minutes in a timely way and extending an open invitation to people not on the committee | | | | | | | | X | | | | | | 58 |
| SR4 | Stwrdshp Resrcs | 2021/2022 | Create a policy and procedure database that is accessible to the congregation and that is reviewed and revised on an established schedule | | | | | | | | X | | | | | | 59 |
| SR5 | Stwrdshp Resrcs | 2021/2022 | Provide opportunities for congregation to identify areas that feel less than transparent | | | | | | | | | | X | | | | 60 |
| SR6 | Stwrdshp Resrcs | 2021/2022 | Budget \$250,000 annually for capital repair/replacement with the understanding the Capital Campaign will budget to cover past unfunded repair and replacement | | | | | | X | X | | | | | | | 61 |
| SR7 | Stwrdshp Resrcs | 2023/2024 | Improve parking availability and offer safe transport | | | | | | X | X | | | | | | | 62 |
| SR8 | Stwrdshp Resrcs | 2023/2024 | Ensure staff policies and procedures are fully DIAA | | | | | | | | | X | | | | | 63 |
| SR9 | Stwrdshp Resrcs | 2023/2024 | Replace sound system in sanctuary with incorporated hearing loop | | | | | | X | X | X | | | | | | 64 |
| SR10 | Stwrdshp Resrcs | 2023/2024 | Complete remaining phases of HVAC system | | | | | | X | X | | | | | | | 65 |
| SR11 | Stwrdshp Resrcs | 2023/2024 | Enable remote participation for committee meetings | X | X | X | X | X | X | X | X | X | X | X | | | 66 |
| SR12 | Stwrdshp Resrcs | 2023/2024 | Ensure Youth and Young Adult assignment to every Session Committee | | | X | | | | | | | X | | | | 67 |
| SR13 | Stwrdshp Resrcs | 2023/2024 | Ensure FPC's investments are fully socially responsible | | | | | | | X | | | | | | | 68 |
| SR14 | Stwrdshp Resrcs | 2023/2024 | Insure completion of capital campaign to address all deferred maintenance, life safety, and replacement needs | | | | | | X | X | | | | | | | 69 |
| SR15 | Stwrdshp Resrcs | 2023/2024 | Install updated exterior and interior signage and wayfinding that includes Braille | | | | | | X | | | | | | | | 70 |
| SR16 | Stwrdshp Resrcs | 2023/2024 | Conduct a Capital Campaign culminating in 2023 | | | | | | | X | | | X | | | | |
| | Stwrdshp Resrcs | 2022/2023 | Review our FPC stage configuration, organization, and staffing level | | | | | | | | | | | | | | |
| SR17 | Stwrdshp Resrcs | 2021-2025 | Make Sanctuary, Social Hall, and Welcome Center fully accessible | | | | | | X | X | | | | | | | 71 |
| SR18 | Stwrdshp Resrcs | 2021-2025 | By 2025, oversee cost increases grow 2.25% less than revenue net growth to achieve budget balance | | | | | | | X | | | | | | | 72 |
| SR19 | Stwrdshp Resrcs | 2021-2025 | Budget expenditures in Stewardship, Christian Formation, Worship and Congregational Life to increase by 1% less than the revenue net growth. Budget expenditures in Mission to increase by .75% less than the revenue net growth. Budget Personnel and Property to increase by 3% less than the revenue net growth. | | | | | | | X | | | | | | | 73 |
| SR20 | Stwrdshp Resrcs | 2021-2025 | Work to Sustain growth in pledge receipts and other donations by 7.5% per year | | | | | | | X | | | | | | | 74 |
| SR21 | Stwrdshp Resrcs | 2021-2025 | Reduce the annual operating deficit to \$0 by 2025. Fund residency entirely out of endowment through 2022 | | | | | | | X | | | | | | | 75 |
| SR22 | Stwrdshp Resrcs | 2021-2025 | By 2025 have a capital planning and budgeting framework with fully secured financing for non-operating expenses | | | | | | | | | | | | | | 76 |
| SR23 | Stwrdshp Resrcs | 2021-2025 | Establish a culture and practice of financial stewardship | | | X | | | | X | | | | | | | 77 |
| IC | Integrated Comm | Completed | Completed purchase and installation of new camera system, tricast, and sound board needed for live streaming worship and other sanctuary events | X | | | | | | | | | | | | | 78 |
| IC | Integrated Comm | Completed | Completed launch of live streaming worship and other sanctuary events | X | | | | | | | | | | | | | 79 |
| IC | Integrated Comm | 2021-2022 | Update and redesign church website in a newer platform | | | | | | | X | | | | | | | 80 |
| IC[T]1 | Integrated Comm | 2023-2024 | New speaker system in the Sanctuary | X | | | | | | | | | | | | | 81 |
| IC[T]2 | Integrated Comm | 2023-2024 | Expand Live-Streaming indoors to include all services and all locations within the church (i.e. Monteith Hall and other rooms) with purchase of portable camera and other equipment necessary | X | | X | | | | | | | | | | | 82 |
| IC[T]3 | Integrated Comm | 2023-2024 | Expand Live-Streaming outdoors with the purchase of new sound equipment and other technology needed | X | | | | | | | | | | | | | 83 |
| IC[T]4 | Integrated Comm | 2023-2024 | Add 2 new wireless channels to the system | | | | | | | | | | | | | | 84 |
| | | | | | | | | | | | | | | | | | 85 |

**Inventory of Polices, Procedures, and Other Pertinent Documents still in progress*

Session Resolution

At its regularly scheduled meeting on Wednesday, October 21, 2020, the Session of First Presbyterian Church passed the following resolution in support of this Strategic Plan and the exciting work ahead:

Session endorses the October 18, 2020 Strategic Plan and affirms that 1) the Plan will guide work of the Session and the associated priorities of the church, 2) Session will embrace the Plan as a living document and remain accountable to work with committees to carry out the work of the Plan and align reports in accordance to the Plan, and 3) Session will utilize the support of a Strategic Planning Monitoring Group to ensure annual monitoring of both the implementation of the Plan and updating of the Strategic Plan as necessary.