



The mission of the Presbytery of New Hope is to build relationships, equip and serve together as the body of Christ with congregations and communities to move all toward God's vision of love, justice, hope and peace.

NEW HOPE PRESBYTERY STRATEGIC PLAN 2025 – 2028

APPROVED BY COORDINATING BODY : MARCH 2025

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Introduction / Welcome Note from New Hope Presbytery

Executive Presbytery

October 25, 2024

Dear Friends,

I am excited to share New Hope Presbytery's Strategic Plan that provides new focus to improving the presbytery's ministry, mission, and well-being.

How do we as a Christian community honor the call to do mercy, love kindness, and walk humbly before our God? (Micah 6:8) As Jesus tells us in Matthew 25, we start by helping the marginalized (feeding, clothing, etc.). The Lord teaches us in Matthew 25 and throughout scripture that we should be able to "see" understand and love "the least of these" by connecting and being in relationship.

Strategic planning increases sustainability, leadership development, and amplifies Gospel impact. Through prayerful discernment, NHP became a Matthew 25 presbytery in 2016. The Matthew 25 movement of the PC(USA) provides inspirational clarity around the Lord's vision of God's kingdom on earth.

Building upon the 2023 presbytery-wide executive presbyter tour, online surveys, and Holy Cow congregational assessments, we are setting forth five visionary goals for NHP, one of which is to forge purposeful partnerships between our congregations and a host of resource agencies.

Finally, our Strategic Planning Task Force is comprised of teaching and ruling elders, committee and commission leaders, and network representatives. They endeavored to develop a strategic plan that would chart a course for purposeful, Spirit-filled faith in action. We are grateful for your interest in our work and the opportunity to be in mission with one another.

It is through mission that we believe that NHP achieves its greatest potential as a connectional body.

Peace and blessings,

Bruce T. Grady

Executive Presbyter, New Hope Presbytery

The Presbytery
OF NEW HOPE



NHP Strategic Planning Task Force

Ida Adams - Hunger Grant Fund	Lakesha Bradshaw Easterly – Covenant PC	Jane King - Church Development & Evangelism	Sue Regier - Finance & Property
Gayle Akerman - Personnel	Becca Gillespie - Exams and Transfers	Antonio Lawrence - Black Caucus	Jerry Slaymaker - Commission On Ministry
Terri Apter - Presbyterian Women	Bruce Grady - Executive Presbyter	Meg Peery McLaughlin - Commission on Preparation for Ministry	Mary Todd - Church Development & Evangelism
Katie Cashwell – Associate Presbyter	Carol Gregg - Campus Ministry	Lydia Rodriguez Menzel – Saint Andrews / Coordinating Body	Hannah Trawick - Church Development & Evangelism
David Choi - Korean Churches Representative	Tom Harris - Personnel	Tolokun Omokunde - Black Caucus	Ray Watson - Nominations and Representation
Katie Crowe - Coordinating Body	Steve Herring - Peacemaking	Toni Parker - Coordinating Body	John Winings – Commission On Ministry
Jay Cummins – Hudson Memorial / Matthew 25	Ed Johnson – Stated Clerk	Anna Richardson Raab - Youth Council	

INITIAL JOURNEY TO PLANNING / BACKGROUND

Servant leaders lead to values, to vision, through teamwork and by listening. To that end, NHP's new Executive Presbyter, Rev. Dr. Bruce Grady started 2023 with visits, focus groups, table talks, luncheons across the entire Presbytery. He and other new Presbytery staff (Rev. Katie Cashwell, Temporary Associate Presbyter for Small Churches and Technology and Rev. Ed Johnson, Stated Clerk) were eager to build relationships and to hear the voices and the needs from church and spiritual leaders. So the foundation for developing and completing the NHP Strategic Plan – starting with the articulation of God's vision and mission for NHP was as follows:

- Input from numerous focus groups, visits, table talks luncheons across Presbytery in 2023 (common themes- need for training resources; relationship building with Presbytery; Matthew 25 commitment)
- Our commitment in 2020 to become a Matthew 25 Presbytery with a focus on building congregational vitality; dismantling structural racism; eradicating systemic poverty. Matthew 25 movement is based on an exceptionally strong theological and social research foundation which will call for change in how we “do” faith.
- Studies conducted previously at NHP (Pentecost Project and Holy Cow) emphasizing the importance of relationship building between the Presbytery and congregations to function as the body of Christ.
- Several Presbytery committees (e.g. COM) have had coached-led retreats and asked to identify top 3 priorities that they feel should be a resource focus for churches. Intention was to fold in this important work with the strategic plan.
- Brief online survey was distributed 10/23 to all church / spiritual leaders asking them to identify top 2 specific training areas necessary to address current responsibilities. They were also asked for any comments / ideas that could be useful for Presbytery planning.
- Holy Cow Dashboard sharing with Presbytery leaders to identify aggregate data of trending, key factors across congregation (anonymously).
- Bringing together voices/goals of all NHP committees to work together as a team as part of this plan.

Ultimately, this plan continues to be built upon the Lord's vision and values for us (Matthew 25), much listening, teamwork, prayer and discernment.

STRATEGIC PLANNING PROCESS

After bringing together the many voices / goals of NHP committees, leaders and congregations, much listening, teamwork, prayer and discernment of the Lord's vision and values us (Matthew 25), the following vision, mission and core values became the foundation for the strategic planning process.

NHP VISION

NHP envisions spirit-led leaders, ministers and congregations that work together and are vital to the most vulnerable across their communities while performing ordinary acts of compassion and spreading the good news of God's righteousness, justice and peace for all.

NHP MISSION

NHP's mission is to build relationships, equip and serve together as the body of Christ with congregations and communities to move all toward God's vision of love, justice, hope and peace.

NHP CORE VALUES

1. Become and form disciples by putting on the heart of Christ to address social issues.
2. Evangelize by showing Christ's love through genuine and caring relationships.
3. Be the hands, feet, heart and mouth of Jesus Christ for people who are suffering or marginalized.
4. Empower every member to discover God's call and their gifts to serve God.
5. Offer Spirit-inspired worship that challenges, teaches, transforms, and energizes to go out and serve.
6. Open doors and hearts to all people, and build relationships modeled on God's love.
7. Maintain healthy systems with a clear mission, fiscal responsibility and accountability.

Church Leaders Strategic Planning Workshop

Using this spiritually-strong foundation (vision, mission, core values) as the beacon, NHP committee and commission leaders, and network representatives all came together at a strategic planning workshop.

The objective of the strategic planning workshop was for all of these church leaders to assess critical current internal and external factors to identify important goal areas for NHP to achieve our mission and vision. They completed a rigorous SWOT analysis (examining church and social strengths, weaknesses, opportunities, threats). And they identified what churches in the Presbytery are doing well, where they can improve, and what they can leverage to address challenges or threats.

Upon completion of this extremely fruitful and collaborative workshop, the resulting recommendations for key goal areas were drafted as specific goals to be used for the actual NHP Strategic Plan.

To ensure that the key goals had been captured correctly and in their entirety, the original workshop church leaders (our Strategic Planning Task Force) completed a virtual review to provide an opportunity for editing and further discussion. This review discussion resulted in the following final 2025 -2028 NHP Strategic Plan.

NHP STRATEGIC PLAN: 2025 – 2028

After much discussion, prayer, reviewing extensive research and gathering ongoing input from our Presbytery churches and our church leaders at Strategic Planning Workshops, please see the following priority strategic plan.

The following plan contains the recommended key priority goals and next steps for initiating these goals. The goals are:

- **Specific** – they address key areas for growth, change, improvement.
- **Measurable** - they will be tracked for progress through practices such as church visit discussions, annual surveys, story videos, community engagement levels, commitment increase to Matthew 25 movement, number of event participants, event evaluations.
- **Achievable** - they are clearly articulated and realistic so they can be resourced and executed.
- **Relevant** – they are directly aligned with the Presbytery’s Vision, Mission and Core Values.
- **Time-Related** – they are focused during the 2025 to 2028 timeline.

<i>KEY PRIORITY</i>	<i>NHP GOAL</i>	<i>RECOMMENDED STEPS FOR INITITIATING GOALS</i>
Operational Sustainability	<ol style="list-style-type: none">1. Assess current NHP structure and operations to determine organizational ability to achieve vision and mission.2. Implement the necessary changes at NHP level (structure, staffing, system) to achieve the identified strategic direction and to equip effectively at congregation level.	<p><i>Will need <u>external resource</u> to provide most effective, professional support:</i></p> <ol style="list-style-type: none">1. Complete an organizational analysis (e.g., organizational structure; job task analyses; policies, bylaws, strategic plans). Draw in NHP data from existing current / recent studies (e.g., Lilly-funded thriving congregations grant process).2. Provide recommendations to align NHP organizational structure (commissions, committees, networks), staffing, policies, bylaws and strategic plans.3. Identify and implement necessary changes.

<p>Faith-Based Identity/Direction</p>	<ol style="list-style-type: none"> 1. Clarify understanding of Matthew 25 Movement (address immediate needs; establish relationships with marginalized; restructure harmful systems – where dismantling racism evolves into creating healthy communities). 2. Encourage and grow commitment to becoming Matthew 25 churches (currently goal is at least 20% of Presbytery churches). 	<p><i>Executive Team can work with existing resources from committees, commissions, networks to establish a TASK FORCE <u>with professional communication specialist skills to help:</u></i></p> <ol style="list-style-type: none"> 1. Identify and implement most effective communication methods to articulate and further Matthew 25 Movement (aligned with NHP strategic direction). 2. Communicate Matthew 25 Movement foci (eradicating poverty, dismantling racism, building congregational vitality) through scriptural lens of striving for ‘building’ God’s Kingdom on Earth (one without poverty / racism – with positive not harmful systems). 3. Support congregations with Matthew 25 Movement communication resources containing most effective messaging for audience to enhance understanding and affirmation (special consideration to existing church demographics: contrasting politics, low diversity, declining size & youth).
<p>Engagement /Relationships and Connections</p>	<ol style="list-style-type: none"> 1. Build connectional relationships with congregations through coaching and resources. 2. Encourage congregations to establish collaborative relationships and to share best practices. 	<p><i>Executive Team can work with existing resources from committees, commissions, networks to establish a TASK FORCE <u>with professional community, team, coaching, collaboration building skills to help:</u></i></p> <ol style="list-style-type: none"> 1. Offer churches opportunities to come together to share ideas and dreams and to collaborate on ministries, connect and apply faith within the community. 2. Collect information on best practice methods and resources that can be used across the Presbytery. 3. Encourage partnerships between churches (e.g., smaller churches, rural and urban) and denominations to collaborate to address common challenges. 4. Use coaching model to support congregations understand their context, their community needs and strategic direction.

<p>Ministry Leadership / Development</p>	<ol style="list-style-type: none"> 1. Equip congregations with resources for new way of doing ministry with Matthew 25 foci. 2. Provide church / faith leaders with key leadership, mental and spiritual health support to succeed with ministry. 	<p><i>Executive Team can work with existing resources from committees, commissions, networks to establish a TASK FORCE <u>with professional leadership, educational, development and mental health skills to help:</u></i></p> <ol style="list-style-type: none"> 1. Design and implement a Pastor mentoring program that aligns with the new way of doing ministry. 2. Provide teaching, ruling elders and other church leaders with resources that help to develop key leadership skills (e.g., teambuilding, community outreach, strategic planning, etc.) 3. Offer Pastors effective mental and spiritual health support to help address depression, burnout and other possible challenges. 4. Provide Presbytery staff with necessary training and development resources to successfully carry out their roles.
<p>Financial Sustainability</p>	<ol style="list-style-type: none"> 1. Improve our processes to stabilize and increase revenue growth through benevolence and restricted and non-restricted investments. 2. Redesign budget process based on analysis and create 2026 budget that aligns with strategic plan. 	<ol style="list-style-type: none"> 1. A redefined asking process for NHP congregations and regular follow-through from staff and finance/property with congregational financial leaders. An investment team to be developed reporting to finance/property designed to provide oversight for a comprehensive investment strategy for NHP's financial resources including liquid, medium-, and long-term investments. This team would also oversee restricted funds of NHP, their growth, and allocation and develop appropriate accompanying written policies. 2. Ensure staffing budget reflects key components (e.g., potential strategic operational / modifications, pension changes, equitability).

APPENDICES – ACTION PLANS
(Committee/Network/Commission/Task Force)
Added as goal work begins/continues. . .