




Clifton Park
BAPTIST CHURCH



STRATEGIC PLAN

January 2024



8818 Piney Branch Road
Silver Spring, MD 20903
www.cpbcc.net
Rev. Dr. Essentino A. Lewis, Jr.
Senior Pastor

Dear Clifton Park Baptist Church Family:

I am thrilled to share with you the dawn of a new chapter in our spiritual journey. As we release our strategic plan, I am filled with excitement for the transformative possibilities that lie ahead.

In acknowledging the shifts in congregational life and the profound impact of the global pandemic, it became clear that our church needed to adapt and transform to continue fulfilling our mission. The last few years have not only shaped our collective experience but also unveiled opportunities for growth, resilience, and deeper connection.

This strategic plan provides a way forward. In identifying ten areas of our ministry that deserve particular attention, we will enhance the worship, Christian discipleship, fellowship, outreach, and administration at Clifton Park Baptist Church. Our goal, as always, is to glorify God even more through our church. In addition to that, our heart is also to serve our membership and community in relevant, transformative, and impactful ways.

I want to express my deepest gratitude to every member who contributed their time, thoughts, and prayers in developing this plan. Your commitment to the well-being of our church and community is a true reflection of Christ's love in action. Your participation, insights, and collaborative spirit during the deliberative process have been nothing short of inspiring.



Having said that, the work is not done. Planning will now transition to implementation, and we will need every member of our church to help bring what is only now on paper to life. To that end, beginning in January 2024 we will initiate our **"Drive to 75."** Drive to 75, which looks forward to our diamond anniversary on December 3, 2025, is an aggressive, multifaceted, two-year campaign, through which we will reach full implementation of our strategic plan by our 75th birthday. By God's grace,

everything you see in the plan will be accomplished! Please watch out for additional details in the coming weeks about our Drive to 75, and how you can be a part of it.

Let us embrace this seminal moment in the life of our church with open hearts and minds, confident that our shared commitment to faith will guide us toward a future filled with hope, compassion, and unity.

Now to Him who is able to do exceedingly abundantly above all that we ask or think, according to the power that works in us, to Him be glory in the church by Christ Jesus to all generations, forever and ever. Amen
(Eph 3:20-21).

In His service and with His love,

A handwritten signature in black ink, appearing to be 'J. [unclear]'.

TABLE OF CONTENTS

Mission Statement	1
Executive Overview	2
Goals and Objectives Snapshot	4
Strategic Plans	
Building Reimagined	5
Digital Engagement	6
Evangelism	8
Fellowship	10
Internal Communications	11
Key Performance Indicators	13
Leadership	15
Outreach	17
Young Adults	19
Youth	21

CLIFTON PARK BAPTIST CHURCH

MISSION STATEMENT

Clifton Park Baptist Church is a place where people can

Find God, Feel Love, and be Fueled for Impact

This statement encapsulates our commitment to fostering a community rooted in faith, love, and transformation. It emphasizes our dedication to both spiritual growth and compassionate outreach. Our mission statement is about us. Commit it to memory. Let it inform your life as a member of Clifton Park and be ready to share it with people you encounter. As we embark on this renewed mission, we look forward to your continued support and active participation. Together, let us strive to embody the principles embedded in our mission and make a positive impact within our church and the broader community.

The Clifton Park Baptist Church 2024 Strategic Plan: “Drive to 75”

Clifton Park Baptist Church (CPBC) is on mission to be a place where people can “find God, feel love, and be fueled for impact.” Our plan addresses 10 ministry improvement opportunities identified by the congregation, laid out as goals with actionable objectives to move us from where we are to where we’d like to be by our 75th anniversary in December 2025. The objectives and key actions associated with each goal were developed based on our research of best practices, congregational surveys, and recommendations from leaders at other churches.

MINISTRY GOALS

- **Building Reimagined:** Create a Christ-centered space that’s optimal for worship, outreach and ministry.
- **Digital Engagement:** Develop a strategy of multiple digital platforms to connect CPBC with local and global believers.
- **Evangelism:** Lead Clifton Parkers to be Christ’s witnesses by sharing the Gospel through the power of the Holy Spirit.
- **Fellowship:** Nurture genuine congregational relationships and expand CPBC fellowship opportunities
- **Internal Communications:** Maintain transparent congregational communications that increase awareness, accountability and engagement.
- **Key Performance Indicators (KPIs):** Capture and use CPBC operational data for insight on ministry progress and other opportunities.
- **Leadership:** Adopt an approach to identify Clifton Parkers with the ability and availability to be Christ-like leaders and prepare them to lead and to train future leaders
- **Outreach:** Establish a deeper, personal relationship between CPBC and our neighbors, involving and welcoming them in worship and other activities.
- **Young Adults:** Empower adults post high school age to 30 years old on their discipleship journey to impact their communities and the world.
- **Youth:** Ignite CPBC youths’ relationship with Christ and engage them in a discipleship journey of Bible study, training, fellowship, and ministry.

FOUNDATIONAL OBJECTIVES CRITICAL TO CPBC’S SUCCESS

These objectives were raised within at least three or more of the 10 ministry goals and highlight their importance to achieving the Drive to 75:

- **Standard Operating Procedures (SOPs) for All Ministries:** Create procedures enabling understanding, consistency, transparency, and succession planning.
- **Leadership Preparation:** Identify, train, and equip leaders in spiritual matters and operational functions. They must:
 - Be intentional about their personal spiritual maturity and their team’s spiritual maturity.
 - Be intentional about succession planning.
 - Include youth on ministry teams for diversity and succession planning.
 - Incorporate intentional evangelism as part of their ministry plans to further foster a unified congregational effort.
 - Identify criteria enabling leaders and their teams to serve with joy.
- **Realm:** Educate the congregation on how to use Realm and its functions, and address Realm maintenance concerns.
- **Internal Communications:**
 - Present professional and consistent messaging within CPBC.
 - Create sections on Realm highlighting CPBC’s mission, ministries, leadership, and church events.
 - Distribute timely surveys after CPBC events and ministry offerings to capture quality and effectiveness data.
- **Ministry Data Assessment:** Assess data regularly to determine the effectiveness of current programming and to identify new opportunities.

PRIORITIZATION

The foundational objectives should fast-track our “Drive to 75” and be addressed by mid-2024. Ministry teams may need to modify expected timelines based on circumstances affecting the work. Ministries must also develop timelines for completing objectives that are unique to their individual ministry goals.

Call to Action for All Ministries

The “**Drive to 75**,” CPBC’s strategic plan for the next two years, addresses ministry goals identified during our 2022 congregational assessment and *only* addresses 10 opportunities for improvement. However, *all* CPBC ministries must review and address the foundational objectives outlined above in their own 2024-2025 ministry plans.

All ministries are expected to strive to achieve their planned goals with the support of data provided from future assessments, and of course, guidance from the Lord. Any redirection by the Lord *could* result in updates to this plan, however, this is where we begin.

Together, let’s “Drive to 75”!

Building Reimagined	Digital Engagement	Evangelism	Fellowship	Internal Communications
<p>GOAL Explore opportunities for beautification, enhancement and re-development of the church edifice.</p>	<p>GOAL Improve multi-generational engagement and enhance community awareness, outreach, and interactive worship across CPBC's digital platforms.</p>	<p>GOAL Revive personal and church evangelism.</p>	<p>GOAL Increase authentic fellowship and relationships among Clifton Parkers.</p>	<p>GOAL Improve CPBC's multi-directional internal communications by promoting transparency and accountability, and increasing awareness and engagement.</p>
<p>OBJECTIVES</p> <ul style="list-style-type: none"> Enhance CPBC's Worship Experience Update and improve CPBC's physical infrastructure Enhance CPBC's capacity for Outreach Ministry Make CPBC more conducive to post-COVID ministry 	<p>OBJECTIVES</p> <ul style="list-style-type: none"> Meet people where they are and come alongside them digitally on their journey with Christ Identify or train multiple leaders who can create diverse content, and update and maintain platforms Improve digital interaction during worship 	<p>OBJECTIVES</p> <ul style="list-style-type: none"> Equip our congregation for personal evangelism through ongoing training opportunities in living and sharing the Gospel and through consistent accountability activities Revive church evangelism by incorporating evangelism into our ministries, programs, and event planning 	<p>OBJECTIVES</p> <ul style="list-style-type: none"> Significantly increase the amount of Clifton Parkers experiencing life together through authentic relationships in a safe non-judgmental atmosphere 	<p>OBJECTIVES</p> <ul style="list-style-type: none"> Share detailed information with appropriate recipients in a timely manner via appropriate internal channel(s) Regularly assess the effectiveness of ministry events Maintain up to date congregation and ministry leader contacts, and ministry content in Realm Raise awareness of CPBC's internal communications channels and ensure access to internal communications guidelines

GOALS SNAPSHOT

Key Performance Indicators	Leadership	Outreach	Young Adults	Youth
<p>GOAL Identify and track key performance indicators (KPIs) to measure, assess and innovate CPBC operations and programming</p>	<p>GOAL Define and implement an effective way to identify Clifton Parkers who are able and available to lead and train others to lead</p>	<p>GOAL Build a bridge between community outreach and church ministry</p>	<p>GOAL Develop a strategy for outreach and development of CPBC's young adults from post high school to age 30</p>	<p>GOAL Re-imagine and build a holistic ministry for CPBC youth</p>
<p>OBJECTIVES</p> <ul style="list-style-type: none"> Enhance our understanding of who we are as a unique congregation Equip ministry leaders with data needed to plan and execute each ministry's operations Improve ministry's processes to capture and properly steward data Build mechanisms to track progress and use data for future planning 	<p>OBJECTIVES</p> <ul style="list-style-type: none"> Identify multigenerational future leaders who are available and will serve with joy Equip, develop, and support all levels of leadership to serve effectively to achieve ministry goals Ensure ministry goals are achieved 	<p>OBJECTIVES</p> <ul style="list-style-type: none"> Better communication between CPBC, community partners, and the community related to events and activities Evangelize and create opportunities for our outreach community to be discipled Develop authentic relationships between the congregation and community Build stronger connections and relationships between CPBC and Cristo Vive Offer skills building resources to help reduce community dependence on social programs 	<p>OBJECTIVES</p> <p>Discernably increase CPBC's young adult presence in:</p> <ul style="list-style-type: none"> worship attendance ministry work discipleship opportunities servicing the community and the world leading outreach initiatives within and outside of CPBC regular fellowship sharing their needs and having their needs addressed leadership development 	<p>OBJECTIVES</p> <ul style="list-style-type: none"> Teach, train and disciple Create space and opportunity for ongoing fellowship Provide opportunities for leadership development, community service and academic enrichment Establish a robust Youth Ministry budget

Goal: Explore opportunities for beautification, enhancement and re-development of the church edifice.

Goal Definition: To help CPBC become the heartbeat of the community by creating a Christ-centered space that’s optimal for worship, outreach and ministry.

Current State: The physical status and current use of our church building and property includes:

- Sundays: Worship and ministry activities; Weekdays and Saturdays: Food distribution, community outreach, ministry activities (ex. AWANA, choir rehearsal, ministry meetings, Diaconate prayer events, fellowship gatherings) and other building uses (ex. YMCA, Impact Silver Spring).
- A 73-year-old brick building with its last addition and updates in 2004. It requires constant repairs due to ongoing infrastructure issues.
- Minimal staffing available for building use outside of worship services.
- Lack of adequate parking.
- Homeless persons lodging on the property at night.
- Purple Line rail construction in progress in immediate proximity to CPBC on Piney Branch Road and University Boulevard.
- CPBC property bordered by high-rise residences, a small strip mall with expansive parking, a gas station, single family homes, and Piney Branch Road.

Future State:

OBJECTIVES	KEY ACTIONS
Enhance CPBC’s Worship Experience	<ul style="list-style-type: none"> • Update aesthetics • Improve acoustics • Update the space for multifunctional and artistic worship experiences
Update and improve CPBC’s physical infrastructure	<ul style="list-style-type: none"> • Repair and replace aging systems (e.g., HVAC, plumbing) • Improve internal and external signage • Update and replace commercial kitchen • Revise or replace the parking area (ex. tiered parking) • Repair all infrastructure issues, including fixing storm drainage and internal leaks, replacing all windows, and updating landscaping
Enhance CPBC’s capacity for Outreach Ministry	<ul style="list-style-type: none"> • Create dedicated space for food storage for distribution • Update gym space to make usable for basketball/after-school program • Use classrooms for community outreach (e.g., after-school programs, tutoring, day-care) • Explore ideas to shelter homeless neighbors
Make CPBC more conducive to post-COVID ministry	<ul style="list-style-type: none"> • Explore opportunities to expand CPBC’s existing land • Explore opportunities to partner with local governments’ modernization efforts • Explore ways to redesign our space to meet the needs of all our ministries • Explore ways to accommodate new and up-and-coming ministries (e.g., Cristo Vive) • Update building security (ex. cameras, lighting, key code entry) • Increase staffing for building use beyond Sunday worship • Explore possibilities of rebuilding the CPBC structure(s)

OPPORTUNITIES/NEEDS:

- Become fully compliant with the Americans with Disabilities Act
- Display consistent and visible signage throughout the building interior and the outside property

SUCCESS CRITERIA:

- Pass required county building certifications
- Receive a significant increase in building use requests
- Publicize building use opportunities
- Create an aesthetically pleasing building, both inside and outside

::: DIGITAL ENGAGEMENT

- Goal:** Improve multi-generational engagement and enhance community awareness, outreach, and interactive worship across CPBC’s digital platforms.
- Goal Definition:** To develop an effective strategy for digital engagement spanning CPBC’s available digital platforms that brings our congregation, local community and global digital audience together to live out a Christ-centered life as a vibrant community of believers of all ages.
- Current State:** CPBC’s digital engagement is extremely limited. It does not reflect our ability to reach across generations nor provide adequate insight into the ministry. We currently execute digital engagement through the following channels:
- Facebook — 930+ visitors connect for livestream Sunday worship, various events and announcements, or comments by Pastor Lewis
 - Average concurrent views – 60
 - Demographics: 70% of our current engagement is by women and 30% by men. The main age demographic is 35 and older
 - Instagram —
 - Demographics: 70% of our current engagement is by Woman and 30% by men. The main age demographic is 35-54
 - X (formerly Twitter) — No current active presence (previously 87 followers; no content update since 2019)
 - YouTube — 334 subscribers connect primarily for livestream Sunday worship and for Bible studies
 - Demographics: 84% of our current engagement is by women and 16% by men. The main age demographic is 65 and older
 - CPBC Website — 100-150 visitors typically connect for livestream Sunday worship
 - Except for Sunday services, most visitors are looking for resources
 - Virtual Bible Study (avg attendance 65+) & Prayer Meetings (avg attendance 20+)
 - Realm – 286 CPBC members are registered; 214 have logged in at least once

Future State:

OBJECTIVES	KEY ACTIONS
Meet people where they are and come alongside them digitally on their journey with Christ	<ul style="list-style-type: none"> • Determine relevant outcomes-based programming. Focus on: <ul style="list-style-type: none"> - Family, mental, spiritual, relationship, physical, financial, work, lifestyle - Biblically centered content (parenting, social justice, life purpose and career, marriage and relationships, finances and health, Bible FAQ and apologetics) - Offering regular on-demand content through our website or YouTube with advance video previews - Provide support to people we can’t meet in person (ex. people in crisis, people needing training opportunities, etc.
Identify or train multiple leaders who can create diverse content, and update and maintain platforms	<ul style="list-style-type: none"> • Develop a content strategy appropriate for each social media platform <ul style="list-style-type: none"> - Church-wide Discord server, Facebook group and other platforms - Repurpose sermons into a blog or digital newsletter - Website accurately reflects CPBC
Improve digital interaction during worship	<ul style="list-style-type: none"> • Leverage tools that elicit interaction (ex. QR Codes, sermon point carousels) • Offer regular on-demand content with advance video previews: <ul style="list-style-type: none"> - Behind-the-scenes “look” opportunities (ex. choir or dance ministry rehearsals, AWANA, Bible study, sanctuary set up, CPBC Academy activities) - Surveys, chats, Q&A, congregant queries

OPPORTUNITIES/NEEDS:

- Establish a production team
- Establish a consistent method for measuring the success of each digital platform
- Address culture and language opportunities
- Establish a skilled team of content editors and publishers, and obtain the necessary software to meet CPBC's needs

SUCCESS CRITERIA:

- An increase in unique online engagements (ex. responses to chats, polls, invitations, etc.)
- An increase in registrations to digital and in person CPBC events
- An increase in new visitors drawn to CPBC by our online content

Goal: Revive personal and church evangelism

Goal Definition: To lead our congregation to take up Jesus’ command to be His witnesses by verbally sharing the Gospel of Jesus Christ through the power of the Holy Spirit (Acts 1:8) and offering an invitation to receive Christ.

Current State: CPBC currently executes evangelism through the following programs and methods:

- In Person Decision Counseling: After people come forward in response to the invitation during Sunday worship, counselors share the Gospel for assurance or for salvation
- AWANA: Part of AWANA’s purpose is “to reach boys and girls with the Gospel of Jesus Christ.” Some leaders lead clubbers to Christ. Every participant is exposed to the Gospel in their handbooks and other materials
- Wednesday Night Prayer & Praise Meeting: In addition to other prayer focuses, the Diaconate initiates general prayer for the unsaved, unless names are specified
- Personal Evangelism: Clifton Parkers’ prayers and witnessing efforts on behalf of the unsaved are self-initiated and unreported
- Non-Existent Online Decisions: Decision counselors are available, but no decisions have been made in the past two years or longer

Future State:

OBJECTIVES	KEY ACTIONS
<p>Equip our congregation for personal evangelism through ongoing training opportunities in living and sharing the Gospel and through consistent accountability activities</p>	<ul style="list-style-type: none"> • Train our congregation in living and sharing the Gospel and holding Gospel conversations • Clifton Parkers will invite unsaved and unchurched loved ones and other people they know or meet to ministry events • Hold Clifton Parkers accountable by teaching them an evangelistic methodology to witness to unsaved or unchurched people.
<p>Revive church evangelism by incorporating evangelism into our ministries, programs, and event planning</p>	<ul style="list-style-type: none"> • Train ministry leaders using a defined and proven set of evangelistic principles • Create an evangelism guide to assist leaders in planning activities with unsaved and unchurched people in mind, by identifying and cataloguing activities that can be used to assist ministry teams and congregation members in inviting the unsaved or unchurched to CPBC • Recruit and train decision counselors in Gospel sharing and soul care (being able to recognize and address barriers to people moving forward with Christ and church)

OPPORTUNITIES/NEEDS:

- The Pastor must be the front runner in our evangelism revival effort
- All ministry leaders must emphasize evangelism and include it in their program plans
- CPBC members must evangelize (Acts 1:8 and Matthew 28:16-20)
- Establish a method to track evangelism and Gospel sharing activity

SUCCESS CRITERIA:

- Through training and practice, more Clifton Parkers will share the Gospel naturally, organically, and regularly, becoming increasingly sensitive to Spirit-led witnessing opportunities
- Increasingly, Clifton Parkers will pray for the unsaved and unchurched (ideally by name) in personal and corporate prayer
- CPBC will experience more salvation and membership decisions during worship services — in person and online — as “God adds to our numbers those who are being saved” as a result of our personal and corporate evangelism efforts
- A trained and well-staffed team will be ready to respond to the many decisions made following Sunday invitations
- Clifton Parkers will readily and increasingly share witnessing and salvation testimonies during planned testimony times
- CPBC’s membership will increase through the addition of unsaved and unchurched individuals accepting Christ

Goal: Increase authentic fellowship and relationships among Clifton Parkers

Goal Definition: To nurture and grow genuine congregational relationships and expand fellowship opportunities for Clifton Parkers

Current State: CPBC currently executes fellowship through the following channels and processes:

- CPBC members and ministry groups have built and continue to develop authentic relationships through fellowship activities and events, including Sunday worship, weekly prayer and praise meetings, Bible study (all church and small groups), ministry groups, Sunday School studies, AWANA, CPBC picnics, International Sunday, CPBC All-Church retreat, communal meals, Clifton Park Café, couples and singles events, offsite trips (ex. museums, theme parks, theatre, international travel)

Future State:

OBJECTIVE	KEY ACTIONS
<p>Significantly increase the amount of Clifton Parkers experiencing life together through authentic relationships in a safe non-judgmental atmosphere</p>	<ul style="list-style-type: none"> • Establish opportunities to learn, grow in faith, share struggles and have fun • Develop leadership guidelines that promotes serving with joy • Expand our social media presence beyond Sunday services by adding ongoing content on multiple platforms that facilitates engagement • Intentionally gather people together to “do life” while promoting the Gospel message • Promote Fellowship Ministry events through a robust communications plan that reaches all CPBC members through multiple channels • Intentionally plan for intimate connections and “getting to know you” opportunities incorporated into church-wide fellowships events • Identify opportunities to include sick and shut-in members in fellowship activities • Reactivate CPBC’s Fellowship groups • Increase engagement by establishing small groups — that are open to any member — based on congregational needs and interests

OPPORTUNITIES/NEEDS:

- Traditional fellowship ministries — women, men, couples, young adults, singles — are inactive or underperforming
- Lack of mature, trained leaders who are willing and able to lead ministries
- Lack of regular leadership training opportunities
- Lack of succession planning in ministries
- Limited communications and marketing about fellowship activities and events
- Limited congregational awareness of church-wide fellowship activities and events
- Church-wide fellowship events typically lack opportunities for small group interactions
- Limited opportunities for small group fellowship
- Limited funding to support fellowship ministries and events

SUCCESS CRITERIA:

- Well defined and robust leadership training process established, and succession plan created for every ministry
- Routine, consistent, and predictable leadership training established
- Significant increase in congregational awareness of major fellowship events via multiple channels and a visible church calendar
- Financial support for fellowship ministries and events
- Increased formal programming and activities (ex. guest speakers, discussions)
- Increased church-wide and small group informal activities with no specific agenda (ex. game and movie nights, communal meals, bike rides, picnics, one-on-one conversations, and interactions)
- Increased outreach to sick and shut-in members
- Increased invitations to and participation in CPBC activities and events by non-Clifton Parkers

- Goal:** Improve CPBC’s multi-directional internal communications by promoting transparency and accountability, and increasing awareness and engagement
- Goal Definition:** To maintain effective communications within the entire CPBC body that are transparent, promote accountability, and increase awareness and engagement
- Current State:** CPBC currently executes internal communications through the following channels and processes:
- Channels of Communication: In person and livestream announcements; flyers and posters; weekly and special edition email blasts; phone calls and voice messages; text messages; congregational and ministry meetings; Realm, CPBC website and social media platforms, and the church calendar
 - Primary CPBC Internal Communications:
 - Ministry leadership to congregation
 - Congregation to ministry leadership
 - Ministry leadership to ministry leadership
 - Member to member
 - Limited feedback from CPBC members and other attendees about CPBC events and activities
 - CPBC member contact information in Realm is not updated regularly
 - Ministry content and ministry points of contact information is not updated regularly
 - Confusion and uncertainty about CPBC’s internal communications channels and their use
 - Inconsistent transparency by leadership on decisions made for CPBC
- Future State:**

OBJECTIVES	KEY ACTIONS
Share detailed information with appropriate recipients in a timely manner via appropriate internal channel(s)	<ul style="list-style-type: none"> • Share pertinent information with the congregation or targeted recipients using appropriate channel(s) within one week of the initial release of information • Ministry leaders and ministry team members are offered periodic training to use communications channels effectively • Consistently share summaries of discussions and decisions from leadership and congregational meetings to increase transparency • Identify and train note takers for every CPBC ministry • Re-establish a ministry calendar and make it accessible to the congregation
Regularly assess the effectiveness of ministry events	<ul style="list-style-type: none"> • Develop post-event surveys that are distributed immediately after or within 24 hours of events for assessment and improvement • Distribute digital event survey templates to ministry leaders and post them in an accessible online location • As appropriate, track and share assessment feedback and responses during leadership or congregational meetings
Maintain up to date congregation and ministry leader contacts, and ministry content in Realm	<ul style="list-style-type: none"> • Announce quarterly reminders to update contact information on Realm • Update ministry and ministry contact information on Realm to improve multi-directional communications and encourage congregational feedback, involvement, and interaction
Raise awareness of CPBC’s internal communications channels and ensure access to internal communications guidelines	<ul style="list-style-type: none"> • Regularly promote the primary internal communications channels, their uses and how to access them to increase congregational awareness and engagement • Analyze usage of communications channels on a semi-annual basis • Offer periodic training throughout the year to support and encourage channel usage

OPPORTUNITIES/NEEDS:

- Information to the congregation must be timely, clear, and reach all members
- Establish communications liaisons for each ministry
- Clifton Parkers are reluctant to complete surveys
- Implement survey feedback
- Clifton Parkers are not updating contact information on Realm regularly
- Ministries lack liaisons to update ministry content
- Establish ministry liaisons to respond to congregational feedback
- Some Clifton Parkers have limited or no access to communications channels; others are reluctant to use them or find them inconvenient
- Establish note takers within CPBC's ministries

SUCCESS CRITERIA:

- Establish communications liaisons
- Establish communications trainings for congregation members, future communications liaisons, and CPBC ministries
- Develop internal communications guidance or standard operating procedures (SOPs) that are available to each ministry
- Expand the use of QR codes for event and activity registrations
- Develop survey tools and user guides
- Encourage congregational use of survey tools
- Congregational meeting information is shared within one week of the meeting
- Ministry leadership adheres to internal communications guidelines established by the Communications Ministry
- An observable increase of ministry leaders posting information to appropriate internal communications channels following training sessions
- Post-event surveys are distributed to event attendees (electronically or hard copy) within 24 hours after an event
- Results of large-scale surveys are shared with the congregation within 1 month of the survey completion deadline
- There is at least a 30% congregational response rate to surveys over a 12 month period
- Monthly announcements and email reminders
- An observable increase in the number and frequency of contact information updates on Realm
- Observe accurate updated ministry contact information on Realm and CPBC's website
- When Clifton Parkers contact CPBC Ministries, they receive a response in 48-72 hours
- Pre- and post-survey results show increased congregational awareness of CPBC's communications channels
- Congregational surveys show increased channel usage
- Effective trainings on CPBC's communications channels are offered over a 12-month period
- Effective training offered for designated notetakers over the next 12 months followed by effective application during meetings
- Pertinent information shared with the congregation within one week of a meeting or announcement

Goal: Identify and track key performance indicators (KPIs) to measure, assess and innovate CPBC operations and programming

Goal Definition: To establish a plan to use the data that Clifton Park generates in its day-to-day operations to inform, provide direction and use as a springboard for action

Current State:

- CPBC generates and tracks various kinds of data related to ministry operations
- CPBC leaders leverage various tools such as Realm and QR codes to collect data, and capture CPBC’s online footprint
- Few CPBC ministries leverage data from Realm or other sources
- Data from Realm and other sources is often inconsistent or not readily available
- Data collected by CPBC:
 - Monetary contributions (e.g., tithes and offerings, donations, grants)
 - Financial operating data
 - Basic CPBC membership data, including:
 - > Personal contact and family data, ministry affiliations, spiritual gifts, personal and professional skills, decision dates
 - Attendance, including:
 - > In person and virtual worship, Bible study, AWANA, Sunday School
 - Engagement: Prayer and visitation requests
 - Ministry events: Types and purpose, ministry sponsors, attendance, costs, outcomes

Future State

OBJECTIVES	KEY ACTIONS
Enhance our understanding of who we are as a unique congregation	<ul style="list-style-type: none"> • Enable members to input and update data in Realm at regular intervals throughout the year • Identify spiritual gifting, personal and professional skills to better address ministry needs • Establish live and on-demand Realm training that increases ease of use • Explore a rebranding (personalize for CPBC) of Realm to increase congregational adoption
Equip ministry leaders with data needed to plan and execute each ministry’s operations	<ul style="list-style-type: none"> • Expand the current data sets that are collected by identifying essential data elements needed for planning • Congregation provides full profile of spiritual gifts, personal and professional skills • Develop leadership trainings
Improve ministry’s processes to capture and properly steward data	<ul style="list-style-type: none"> • Create standard operating procedures for data entry • Capture new member data during new member orientation • Provide the ability to capture and protect key data anywhere, anytime
Build mechanisms to track progress and use data for future planning	<ul style="list-style-type: none"> • Each ministry should identify success criteria, track, plan and report it • Implement continual feedback mechanism(s) between the congregation and ministry leaders • Develop ministry report cards to easily review ministry performance

OPPORTUNITIES/NEEDS:

- Identify leaders to staff a key performance indicators (KPI) team
- Address limitations in Realm
- Address limitations with spreadsheets
- Congregational responsibility to update and maintain accurate data
- Address congregational access to Realm
- Explore possibility of migrating data to a different church management system

SUCCESS CRITERIA:

- Maintain 90% completion rate of CPBC membership profiles
- Ministry processes are capturing relevant data
- Increase in ministry planning being informed by KPI data

Goal: Define and implement an effective way to identify Clifton Parkers who are able and available to lead and train others to lead

Goal Definition: To adopt an approach to identify Clifton Parkers with the ability and time to lead, implement the approach, select new leaders and train them to be Christ-like leaders

Current State: Clifton Park currently executes leadership through the following programs and methods:

- Leadership identification, training and succession primarily occurs through the pastor in consultation with existing leadership
- Potential leaders are evaluated based on congregational need, past performance and faithfulness (participation, service, stewardship)
- Leadership training is the pastor’s responsibility
- Sporadic leadership development exists due to competing priorities
- Leadership succession needs improvement
- Many leadership positions are unfilled with no formal succession plan in place for ministries
- CPBC leaders are defined as those who lead ministries or teams

Future State:

Objectives	Key Actions
<p>Identify multigenerational future leaders who are available and will serve with joy</p>	<ul style="list-style-type: none"> • Existing leaders must watch for and observe congregation members who take initiative • Consider every ministry team member for future ministry leadership opportunities • Allow new members to serve on the ministry before they lead a ministry • Call potential leaders to their areas of passion and gifting, not simply competence • Conduct Annual Leadership Appreciation Month and Annual Ministry Fairs for congregational awareness
<p>Equip, develop, and support all levels of leadership to serve effectively to achieve ministry goals</p>	<ul style="list-style-type: none"> • Create a leadership development strategy to support recruitment, succession planning and training of new and existing leaders • Create manuals outlining essential tasks of all leaders, specific guidance for roles and institutional CPBC knowledge • Cross train all leaders for multiple roles • Develop a growing cadre of mentors to partner with and support new leaders as part of onboarding
<p>Ensure ministry goals are achieved</p>	<ul style="list-style-type: none"> • Create a ministry evaluation process supported by touch points/check-ins throughout the year to provide guidance, encouragement, and mentoring, and to address concerns • Identify key performance indicators and evaluate the results periodically • Establish leadership onboarding process • Implement periodic social and discussion opportunities for all leadership • Develop leadership guidelines that promote serving with joy

OPPORTUNITIES/NEEDS:

- Scheduled leadership retreat(s) and quarterly or regular leadership meetings to build relationships and address concerns, needs and challenges
- Streamlined ministry procedures
- Improved efficiency and communications across ministries
- Potential leaders accepting leadership roles
- Onboard and publicize new leaders
- Assess new leaders' comfort levels using pre- and post-training surveys
- All leaders, including Diaconate members must identify at least one potential successor

SUCCESS CRITERIA:

- Potential leaders are not fearful that they don't know enough to be leaders
- Connections are maintained with Clifton Parkers showing an interest or potential to lead
- Established ability to identify potential members for leadership training and support
- Established ability to identify and discuss potential leaders' concerns, apprehensions and reasons not to accept leadership roles
- Requisite contact and other pertinent information captured during new leaders' onboarding process
- Ongoing updates of leadership training content and resources
- Appropriate resources are available to all leaders
- Strong cohesion, comradery and joy observed among and across ministry leaders

Goal: Build a bridge between community outreach and church ministry

Goal Definition: To create a true community between the congregation and its neighbors, so the congregation is involved on a deeper, personal level with individual community members, and community members are involved more deeply, and feeling more welcomed and a part of CPBC worship and activities.

Current State: Clifton Park currently executes outreach through the following programs and methods:

- Weekly and monthly food distribution as a Montgomery County food hub and CPBC’s Project Neighbor Care
- Meeting the various basic necessities of the community including open clothes closet and diaper distribution
- Established community partnerships to augment CPBC’s outreach to the community
- Built aeroponic gardens to provide fresh produce to the community
- People are given “fish,” but no one’s being taught to fish
- Minimal CPBC involvement with the Hispanic Cristo Vive congregation that holds services and activities at CPBC
- Community members surrounding CPBC are largely unaware of our church activities and worship services

Future State:

OBJECTIVES	KEY ACTIONS
Better communication between CPBC and the community regarding CPBC events and activities, and potential community events CPBC can co-sponsor or partner in presenting	<ul style="list-style-type: none"> • Improve communications to our congregation about Outreach Ministry activities • Assure Clifton Parkers are current with all CPBC outreach and community activities and needs
Evangelize and create opportunities for our outreach community to be disciplined (Matt. 28:19)	<ul style="list-style-type: none"> • Intentional opportunities to accept Christ • Intentional invitations to join CPBC or Cristo Vive
Develop authentic relationships develop between the congregation and the community	<ul style="list-style-type: none"> • Improve communications to the community about CPBC activities • Improve CPBC awareness of activities happening in the community and opportunities to support them • Each CPBC ministry plans at least one yearly event that’s open to community members • Raise congregational awareness of community needs
Build stronger connections and relationships between CPBC and Cristo Vive	<ul style="list-style-type: none"> • Offer worship events that are presented in English and Spanish • Offer English classes and Spanish classes with involvement from CPBC and Cristo Vive • Offer conversational English and Spanish classes • Present annual activities involving CPBC, Cristo Vive and the community
Offer skills building resources to help reduce community dependence on social programs	<ul style="list-style-type: none"> • Survey outreach community to assess needs • Partner with appropriate community programs to create learning opportunities • Help community members develop self-sufficiency

OPPORTUNITIES/NEEDS:

- Intentional evangelism efforts during outreach activities
- Ability to connect with community members in multiple languages
- Ability for diverse community members to identify with CPBC members of similar backgrounds
- Increased availability of congregation members to serve in an outreach capacity
- Increased congregational interest and passion to connect with community members
- Improved communications to the community about CPBC activities and events, and increased awareness by community members of CPBC activities and community events
- Collaborate or partner with surrounding churches
- Extend CPBC's outreach boundaries further into the Takoma Park and Langley Park communities

SUCCESS CRITERIA:

- Decreased community needs due to CPBC helping to fill in service gaps
- Increased CPBC presence within the community, including events, services, and other activities
- Increased number of community members attend CPBC events
- More community members become members of CPBC and Cristo Vive
- Increase in CPBC congregation members serving during outreach activities
- CPBC establishing additional outreach services for the community beyond the existing services
- CPBC and Cristo Vive memberships increase as community members join

- Goal:** Develop a strategy for outreach and development of CPBC’s young adults from post high school to age 30
- Goal Definition:** Empower CPBC’s young adults — post high school to age 30 — to embrace their discipleship journey and impact their communities and the world through how they live, love, serve, and lead
- Current State:** Clifton Park currently executes young adult ministry through the following methods:
- Bi-weekly meetings led by Rev. Glenn Scott with the young adult men
 - Sunday worship
 - Church-wide Bible study
 - Church-wide social and service activities

Future State:

OBJECTIVES	KEY ACTIONS
<p>Discernably increase CPBC’s young adult presence in:</p> <ul style="list-style-type: none"> • worship attendance • ministry work • discipleship opportunities • serving the community and the world • in leading outreach initiatives within and outside of CPBC • regular fellowship • sharing and having their needs addressed 	<ul style="list-style-type: none"> • Relationship Building: <ul style="list-style-type: none"> - Establish or reboot the Young Adults Ministry to connect people in this age range with each other and with CPBC leadership - Provide young adult access to CPBC leadership guidance, support and encouragement <ul style="list-style-type: none"> > Provide one-on-one time with support leaders, as necessary • Consistent Interaction: <ul style="list-style-type: none"> - Establish virtual weekly prayer meet-ups, bi-weekly Christ-centered studies with discussions (grouped by ages post high school–24-years and 25-30 years), and quarterly activities, both inclusive and gender-specific - Use these gatherings to help young adults discover and walk in God’s call on their lives; find value in regular, relevant age- and gender-specific conversations at CPBC, and grow in prayer, Bible study and evangelism practices • Empowerment: <ul style="list-style-type: none"> - Encourage young adults to increase their service at CPBC, the CPBC community, and the world as part of the pathway to discerning God’s call on their lives - Encourage Keychain Leadership (i.e., entrusting the responsibility of “their own keys” to potential leaders and guiding, mentoring and allowing them the space to succeed, fail, and keep trying, knowing they have the trust and support of their leaders)
<p>Leadership Development</p>	<ul style="list-style-type: none"> • Training and development: Address post high school and college life transitions; assist young adults with career planning, financial aptitude and relationship management • Succession Planning: Train and develop young adults for leadership roles within CPBC

OPPORTUNITIES/NEEDS:

- Designate a budget for the Young Adults Ministry
- Learn and tune-in to the needs and wants of young adults
- Engage with young adults about their concerns
- Young adults stay connected to each other through shared contact information
- Develop standard operating procedures or guidelines for CPBC's leadership detailing CPBC's operational policies and procedures (ex. how to schedule building space to hold meetings or events)

SUCCESS CRITERIA:

- Track participation in Bible and disciple studies and social events
- Gather feedback as often as possible via surveys during or immediately following the event (i.e. QR code scan)

Goal: Re-imagine and build a holistic ministry for CPBC youth

Goal Definition: To ignite a passion for Jesus Christ in CPBC youth and guide them in developing a relationship with Him by engaging them in a discipleship journey of prayer, Bible study, training, fellowship, and ministry within the church body

Current State: Clifton Park currently executes youth ministry through the following programs and methods:

- **Ignite Youth Ministry** (Children’s church and teen Bible study) and **AWANA:** Focused on learning about Jesus Christ and building relationship with Him, and discipleship
- **Youth Sundays:** Youth-led and youth-focused worship services presenting CPBC’s youth in nearly all roles (ex. ushers, greeters, Scripture readers, prayer leaders, singers, dancers)
- **Music & Arts:** Youth Choir, Youth Dance Ministry, Drama
- **Academic Enrichment:** CPBC Academy, STEAM Camp, field trips, college scholarships and support

Future State:

OBJECTIVES	KEY ACTIONS
Teach, train and disciple	<ul style="list-style-type: none"> • Provide youth age-appropriate Bible study (e.g., apologetics); family and youth retreats and conferences; one-on-one counseling and peer group counseling sessions; life coaching, and intentional discipling and disciple making • Train youth leaders to equip youth to witness • Train youth leaders to serve children who need accommodations (are differently able) • Encourage youth to invite friends to join in CPBC worship and discipleship activities • Offer spiritual gifts assessments for youth • Provide opportunities to serve in areas that leverage their spiritual gifts
Create space and opportunity for ongoing fellowship	<ul style="list-style-type: none"> • Promote regular fellowship and contact among CPBC’s youth through lock-ins, lock-outs, trips, informal get-togethers and scheduled meet-ups • Encourage youth to invite youth-age friends and family to CPBC youth activities • Establish active parent partnerships to prioritize youth engagement opportunities • Create dedicated physical spaces at CPBC for the youth
Provide opportunities for leadership development, community service and academic enrichment	<ul style="list-style-type: none"> • Offer youth opportunities to serve on CPBC’s Youth Council and take on other responsibilities within CPBC • Identify service opportunities within and outside of CPBC • Provide academic enrichment and other experiences that increase opportunities for college scholarship eligibility through the CPBC Memorial Scholarship Fund and other funding sources
Establish a robust Youth Ministry budget	<ul style="list-style-type: none"> • Designate a budget for anticipated CPBC Youth Ministry activities funded by the church budget

OPPORTUNITIES/NEEDS:

- Fully staffed Youth Ministry of committed workers
- Training for youth to become youth lay workers
- Develop standard operating procedures (SOPs) for Youth Ministry and tools to fulfill them, including:
 - Internal and external communications
 - Administration
 - Onboarding youth lay workers
 - Program delivery
- Acclimating youth into the ministry when they join CPBC (ex. knowing who the Youth Ministry leaders are)
- Tools for measuring spiritual growth
- Transition process to adult ministry
- Continuity of ministry operations/succession procedures
- Establish a dedicated, robust Youth Ministry budget
- Establish a youth council
- Establish community partnerships focused on youth with local universities, community organizations and businesses
- Leverage additional opportunities to engage youth during school holidays and breaks to:
 - Maximize facility usage
 - Increase community engagement
 - Increase participation by other CPBC ministries for intergenerational interaction
 - Engage with other youth ministries

SUCCESS CRITERIA:

- Youth will experience the fullness of salvation in Jesus Christ, coming into a saving relationship that's grounded in faith so that youth understand what they believe and why
- Youth will witness to and serve others outside of CPBC
- Youth will develop authentic fellowship connections with their CPBC peers
- Youth will discover and exercise their spiritual gifts within and beyond CPBC
- Youth will become active leaders within the congregation and elsewhere
- Youth will intentionally pursue scholastic excellence
- Parents will be active and willing participants in the spiritual growth and development of CPBC youth
- Dedicated, funded, accessible, robust, annual budget
- Increased youth participation in Youth Ministry
- Increased parental engagement with Youth Ministry
- Increased leaders and workers in Youth Ministry
- Increased Youth Ministry programming
- Standard operating procedures (SOPs) developed and implemented



Philippians 1:6 (NKJV)

Being confident of this very thing, that He who has begun a good work in you will complete it until the day of Jesus Christ.

