

Oakland Avenue Presbyterian Church Rock Hill, SC



Church Goals (2012 – 2016)

Approved and Adopted by the Session on December 19, 2011

At its February 2011 Stated Meeting, the Session of Oakland Avenue PC(USA) authorized the formation of the Mid-Range Planning Committee. This committee was charged with identifying and prioritizing mid-range goals to guide the use of OAPC's resources – staff, volunteers, finances, and facilities – and be implemented for completion in the next 1-3-5 years.

Session presented the committee with two guiding principles: (1) allow OAPC to move toward realization of the goals and hopes expressed in the *Mission Study Report* and (2) allow OAPC to address several of the hopes, concerns, and developments which had arisen since 2009.

The committee members – with visions of the future, excited about the possibilities – immediately began meeting to identify and discuss the hopes and dreams of the *Mission Study* and other issues facing the congregation. The exchange of ideas was enthusiastic, thoughtful, and far-reaching. Discussion of what OAPC's ministries, congregation, and campus could look like was exciting.

The *Mid-Range Goals* express the Planning Committee's discernment of how God is calling the Oakland Avenue community of believers to "become like Christ as we live by his WORDS."

The following statement from a “future member” provides a portrait of OAPC’s ministries in 2016 if all of the goals of the Mid-Range Planning Committee are realized.

October 16, 2016 – New member Celia Kerr – her friends call her Cee – reflects on her reasons for joining Oakland Avenue Presbyterian Church as she meets with Session.

As I become more and more fully involved in the life of Oakland Avenue, I see and experience and find myself in the midst of what Christ is calling the Church to be.

- Members actively living as the Body of Christ as expressed in His WORDS;
- Members who worship God in word and deed;
- Ministry with OAPC’s senior members 65 and older is imaginative, growing, and wide-ranging;
- Fully maximized use of OAPC’s partnership with HOPE to meet the needs of the poor;
- Obvious connection to Winthrop evidenced by the banners, the interns in various areas, and the strong Campus Ministry Program;
- Members who always have room for “one more,” 1200+ members, 750+ active, 50% increase in members age 20-35 in the last 5 years;
- Capital Campaign of \$3-5 million marking the first decade of OAPC’s 2nd century;
- Campus expansion including renovation of older space and construction of a new Multi-Use Facility on the main campus to suit growth and use;
- *Together On Wednesday* program with 350+ attendees using the new Multi-Use Facility weekly;
- Increase in Annual Giving of nearly 20% over the previous 5 years;
- Year-Round Stewardship Mindset;
- Youth leadership in the congregation encouraged and expected;
- Preschool and Elementary children engaged at the outset of their faith journeys in programs exhibiting specific results and accomplishments;
- Children, youth, and their families feel a sense of welcome and eagerness to be at OAPC, connecting with God and their church family as never before;
- On-Going Ministry Review Process to assess current and possible ministries;
- Consistent use of a logo recognized by members and the community;
- Staff and officers organized to support OAPC’s work as a 1200+ member church;
- Media Ministry – TV, Internet, Radio – constantly updated with the latest technology;
- Celebration of Jim Simpson’s 7th year with OAPC!

The Mid-Range Planning Committee offers the following goals and recommendations, encouraging and challenging the members of Oakland Avenue Presbyterian Church in our continuing mission to live the Gospel of Jesus Christ in word and deed.

Anita Case (DeaconCare/Mission Study) Mary Holler

Jim Simpson (Pastor)

Weenie Daniel (Chair)

Keith McGuire (ViceClerk, Session)

George Trunk (Mission Study)

Catherine Faircloth

Jimmy Robinson

○ *Expressing who we are as the Body of Christ, we will*

– *Worship God and help each other grow to be more faithful disciples of Jesus Christ;*

– *Care for all people and the fabric of creation;*

– *Imagine, design, and implement ways to connect to our members, our community, and our world and design opportunities to express this connection;*

– *Gather, commit, care for, and apply all the resources God provides to achieve the work God intends for us.*

WORSHIP

- 1) Coincide programs with Christian year, deepening understanding and developing a practicing faith. (1 year)
- 2) Build on faith and mission experiences within the congregation. Plan and promote opportunities for mission volunteers to share experiences with the congregation and promote upcoming mission events: e.g. Sunday School, Rally Day, Sunday Worship, *Together on Wednesday*. (1 year)
- 3) Build on the Service of Wholeness and Healing. Plan and promote opportunities for prayer: e.g. open the Chapel for prayer 45 minutes prior to *Together on Wednesday* activities. (1 year)
- 4) Research worship services and schedules needed for the increase in active member participation. (3 years)

OUTREACH

- 1) Expand Transportation Services as part of our Senior Ministry. (1 year)
Continue to provide transportation for residents of Westminster Towers while exploring and working to meet the transportation needs of seniors not living at Westminster, including transportation to Sunday School, Sunday Worship, *Together on Wednesday*, *Friendship Fellowship*, and other church events.
- 2) Develop education programs specifically designed for understanding and dealing with the aging process: retirement, finance, “paperwork” and legal issues, recreation, health, and other needs of seniors. (3 years)
- 3) Strengthen and expand OAPC’s partnership with HOPE, Inc.
 - a) Draft and sign a formal Terms-of-Use-Agreement with HOPE for 411 Park Avenue. (1 year)
Terms-of-Use-Agreement to be presented for Session Approval.
 - b) Explore and develop with HOPE Board possible expansion of services and best structure to offer those services: e.g. researching and applying for grants; financial counseling; case management and referral in afternoons; becoming a Benefit Bank; community classes taught by volunteers on debt reduction, understanding health care, understanding public benefits, parenting, nutrition on a budget. (3 years)
- 4) Investigate details of creation of a Parish Nurse / Social Worker program. (3 years)
- 5) Create banners and other signage clearly identifying OAPC’s connection to WU. Designate prominent, highly visible placement. (1 year)
- 6) Develop internship programs with Winthrop University, York Technical College, and PC(USA) Seminaries to pair practical experience with congregational and community needs in communications, technology, teaching, music, social work, and ministry. Seek grants for funding internship program. (3 years)
- 7) Sponsor church-wide community events and festivals and invite the Rock Hill community to join us to celebrate and express who we are and what we do as a church. (3 years)
Build on existing events and programs such as the Annual Church-Wide Picnic, Blood Drives, and the Alternative Gift Fair while exploring and experimenting with new opportunities to welcome our neighbors onto our campus and into our community of faith.
- 8) Be visible in community events: e.g. Free Hot Chocolate in OAPC cups during the Rock Hill Christmas Parade; OAPC Concert Series Event as a scheduled part of Rock Hill’s Come-See-Me. (1 year)
- 9) Develop avenues in which pastors address moral, religious, and social issues of our community, state, nation, and world. Give an outlet for our members and potential members to discuss these issues.
 - a) Experiment with blogs, podcasts, social websites, and other technology. (1 year)
 - b) Develop a radio talk show. (3 years)

RELATIONSHIPS

- 1) Create a welcoming environment for all. (1 year)
 - a) Plan and create an area where visitors and members can be welcomed and nurtured.
 - b) Transform and rename the Narthex to the Welcome Center.
 - c) Provide more gathering space and improve the flow in the Welcome Center by removing the round table.
 - d) Revive the *Greeter Program*. Train greeters in the “art of welcoming.” Rotate greeters and assign more than one to each entry, escorting guests to the Sanctuary, Nursery, Restroom.
 - e) Position Greeters and Ushers on the porch outside the Oakland Avenue entrance and in the Parking Lot.
 - f) Use brief promotional trailers at the beginning and / or end of the CN2 broadcast.
- 2) Encourage active membership growth by continued First-Time Visitor greeting and follow-up. (on-going)
- 3) Engage new members fully in the life of the church as soon as possible. (1 year)
 - a) Develop video presentations for the Discovery Class, showcasing the variety of ministry opportunities which exist at OAPC and encouraging immediate involvement. Work with members and professionals skilled in the areas of public relations and marketing.
 - b) Display New Member photos and information in a timely manner: bulletin board, *Acorn*, *Oakleaf*.
 - c) Facilitate inclusion in short-term, small-group offerings: e.g. book or film discussions, Church-Wide Retreats, *Together on Wednesday*. Use New Member Mentors to encourage participation.
 - d) Emphasize to all members that Greeting + Personal Invitation = Welcome + Inclusion.
- 4) Continue to strengthen current mid-week programming to provide short-term offerings of 6-, 8-, 10-week programs and events such as *Together on Wednesday* which allow the immediate involvement of new members and re-involvement of members whose participation in the life of the church has waned. (1 year)
- 5) Emphasis on Small Groups.
 - a) Encourage small groups to be part of *Together on Wednesday*: participation at the meal; small-group option for some weeks as a program element. (1 year)
 - b) Identify the small groups which currently exist and those needed to involve and connect new members, prospective members, and members not currently active in a small group: e.g. PW Circles, Sunday School Classes, Bible Studies, book and film discussion groups. (3 years)
 - c) Identify program areas within which the formation of different styles of small groups may be encouraged: social, recreation, service, learning, age-based, intergenerational. Identify leaders, form groups, and “seed” group membership. (3 years)
- 6) Encourage and expect groups within the church to promote their work during church-wide events. (1 year)

Groups and committees will display and promote their work and ways members may become involved: similar to the Ministry Fair but on a smaller scale, 3 or 4 groups at each event.
- 7) Create more fellowship opportunities building on the interests and hobbies of members and potential members: e.g. Golf, Softball, Bike Riding, Running, Drawing, Painting, Cooking, Quilting, Community Service. (1 year)
- 8) Identify and implement ways to remain connected with OAPC members who are in college or are college-age, providing a bridge for full congregational involvement after college. (1 year)

DISCIPLESHIP

- 1) Develop a Year-Round Stewardship Program calling all members to be stewards not only of financial resources but of all the gifts and abilities with which we are blessed, individually and corporately. (1 year)
 - a) Create Stewardship as an on-going Ministry Team of Finance responsible for the Year-Round Stewardship Program. (1 year)

- b) Provide options for Stewardship Education for use with classes, groups, and individuals. (1 years)
 - c) Provide on-going Stewardship Education programs to present the needs of the congregation as well as the opportunities for members and friends of OAPC to support the work of the Church: e.g. *Why Do We Pledge?*; *Planned Giving*; *Estate Planning*. (1 years)
 - d) Provide programming which allows members to help each other discover, own, and use their gifts and abilities to live the Gospel of Jesus Christ: *Every Member Has A Call*. (1 year)
- 2) Create a Leadership Development Process to identify, nurture, and train leaders in all areas of the life of the congregation. (3 years)
 - 3) Include Youth in leadership of the congregation: e.g. DeaconCare Leadership, Committees. (3 years)
 - 4) Strengthen the spiritual formation of Pre-School and Elementary children. (3 years)
Explore models used by other churches and develop a Christian Education program which nurtures the spiritual growth of these children and prepares them for the expectation of involvement and service of all members of the Body of Christ.
Christian Education model to be presented for Session Approval.
 - 5) Provide more program offerings making the fullest use of the gifts of staff and members.
Staff and members will work with the Christian Education Ministry Teams to suggest, explore, coordinate, plan, and promote program offerings. (1 year)
 - 6) Promote opportunities for discerning the difficult issues we face as a part of the PC(USA). (1 year)
Plan and promote opportunities for the OAPC congregation to keep abreast and discuss the actions and information from General Assembly.
 - 7) Continue *Yearly Program Guide*, allowing members to plan and commit to the life of the church. (on-going)

SUPPORT

- 1) Establish an On-Going Ministry Review Process to evaluate current and proposed ministries of OAPC using demographic and needs-assessment data. (1 year)
This review process will be used to make fullest effectiveness of current ministry programs and evaluate innovative, relevant ministry proposals: benefits; liabilities; needed facilities; ways in which such a current or proposed program could strengthen or weaken support of existing programs.
Ministry Review Process to be presented for Session Approval.
- 2) Form a group to monitor progress towards the Mid-Range Goals. (1 year)
This group will be open to refining and amending goals, subject to the approval of Session.
- 3) Use all forms of communication in a consistent manner and look for new ways to communicate our goals and mission to the community. (on-going)
- 4) Develop a logo which is easily recognizable as OAPC in the community. This includes but is not limited to nametags, all campus signage (interior and exterior), letterhead, TV, etc. (1 year)
Work with members and professionals skilled in this area to design a logo for OAPC: a simple, fresh, and expressive design of who we are, using a colorful variety of platforms and media.
Explain and promote logo to congregation.
Logo to be presented for Session Approval.
- 5) Contract with an internet web design / marketing professional to develop and update OAPC's website and present OAPC as consistently as possible and in the best way possible. (3 years)
Develop a website creating interest in and a desire to learn more about OAPC's ministry.

- 6) Upgrade audio and video technology throughout the campus. (1 year)
 - a) Upgrade equipment in the Sanctuary to provide improved sound and a better quality broadcast of the Sunday Worship service on television. (1 year)
 - b) Create an Operations Manual and develop training sessions for those who maintain and operate the A/V technology of the church. (3 years)
 - c) Recruit members skilled in this area, interns from Winthrop, and other interested parties to expand the Communications and Technology team. (1 year)
- 7) Create a group to work with Pastor and Program Staff to help OAPC live as a large church: come to the fullest, clearest understanding of what it means for OAPC to thrive as a 1200+ member church; identify effective ways to communicate this understanding with the congregation; identify ways in which the congregation can practice this self-understanding. (1 year)
 - a) Use the insights regarding this self-understanding as a 1200+ member church in the work of the Nominating Committee, Officer Training, the annual work of the Session and Board of Deacons, and the on-going educational program of the congregation. (1 year)
 - b) Direct Staff, some officers, and some members to visit larger Presbyterian churches for a day or part of a day to gain greater awareness of how other large churches plan, organize, develop, and oversee their ministry and allocate their resources. (1 year)
- 8) Develop guidelines and expectations for an *Officers' Forum* for officers not currently serving on either board to gather 2-3 times per year with staff and other representatives of the Session and Board of Deacons for the purpose of promoting effective and accurate communication. (3 years)
Officers' Forum Guidelines to be presented for Session Approval.
- 9) Stewardship
 - a) Continue support of *HOPE Garden*, expanding its sphere as a community teaching tool for "Stewardship of Creation." (3 years)
 - b) Invite the Finance Committee, the Treasurer, and the Session to consider adopting a three-year Budget Planning process. (3 years)
- 10) Building Needs
 - a) Form a building committee responsible for developing a proposal for the renovation of the Education Wing and the Fellowship Hall and construction of a new Multi-Use Facility: Identify needs, develop designs, obtain cost estimates, develop and evaluate alternatives, and create a financial plan. (1 year)
 - b) Renovate the Education Wing built in 1963: roof, windows, lighting, restrooms, flooring, painting, furnishings, and HVAC. (3 years)
 - c) Develop a campus whose layout and facilities best serve the current community-needs projects and potential projects of OAPC. Build new Multi-Use Ministry Outreach Facility providing space for worship, outreach, recreation, and fellowship events on the main campus. (5 years)
- 11) Promote work with the Ecumenical / Wider Church
 - a) Engage with our neighbors in partnerships – e.g. HOPE, STAR, Habitat for Humanity – seeking other avenues of mutual service. (3 years)
 - b) Work diligently with all of OAPC's missionary partners and OAPC's partner church in Sidon. (3 years)
 Offer more programs on the work in which these missionaries are engaged and how OAPC can be more fully 'present' with them. Form intentional groups to correspond with them and make regular reports to the congregation.

- c) Improve Presbytery Connections by having OAPC representation on each Presbytery committee, regularly reporting items of interest to congregation. (1 year)
- d) Make best use of Presbytery liaisons with larger organizations such as Mecklenburg Ministries to sponsor and educate on wide-ranging types of community involvement. (3 years)

12) Prepare for and implement a Capital Campaign of \$3-5 million marking the first decade of OAPC's 2nd century in support of and in response to all of the goals of the congregation. (5 years)
 Capital Campaign to be presented for Session Approval.

GOALS AT A GLANCE ORDERED BY LEAD COMMITTEE		YR	COMMITTEE
O 5	Create banners and signage clearly identifying OAPC's connection to WU.	1	Campus Ministry
R 8	Implement ways to remain connected with those in college or college-age.	1	Campus Ministry
R 4	Strengthen Mid-Week Programs for immediate involvement of new members.	1	Christian Education
D 5	Provide program offerings making the fullest use of staff and members.	1	Christian Education
D 6	Promote opportunities for discerning issues facing the PC(USA).	1	Christian Education
D 3	Include Youth in leadership of the congregation.	3	Christian Education
D 4	Strengthen the spiritual formation of Pre-School and Elementary children. (SA)	3	Christian Education
S 8	Develop guidelines and expectations for an Officers' Forum. (SA)	3	Clerks
R 3	Engage new members fully in the active life of the church as soon as possible.	1	Commitment
R 3 b	Display New Member photos and information in a timely manner:	1	Commitment
R 3 c	Facilitate inclusion in short-term, small-group offerings.	1	Commitment
R 3 d	Emphasize that Greeting + Personal Invitation = Welcome + Inclusion.	1	Commitment
D 1 d	Provide programs which allow members to discover, own, and use their gifts.	1	Commitment
D 7	Continue <i>Yearly Program Guide</i> .	0	Communication & Tech
S 3	Use all forms of communication and look for new ways to communicate goals.	0	Communication & Tech
O 9 a	Experiment with blogs, podcasts, and social websites.	1	Communication & Tech
S 4	Develop a logo which is easily recognizable as OAPC in the community. (SA)	1	Communication & Tech
S 6	Upgrade audio, video, and communications throughout the campus.	1	Communication & Tech
S 6 a	Upgrade audio and video equipment in the Sanctuary.	1	Communication & Tech
S 6 c	Recruit skilled members and interns for Communications & Technology.	1	Communication & Tech
O 9 b	Develop a radio talk show.	3	Communication & Tech
S 5	Contract with an internet design and marketing professional.	3	Communication & Tech
S 6 b	Create an Operations Manual for the A/V technology of the church.	3	Communication & Tech
O 1	Expand Transportation Services as part of our Senior Ministry.	1	Cong. Care
O 2	Develop education for understanding and dealing with the aging process.	3	Cong. Care
O 4	Investigate details of creation of a Parish Nurse / Social Worker program.	3	Cong. Care
R 6	Encourage groups to promote their work during church-wide events.	1	Cong. Fellowship
R 7	Create fellowship opportunities building on the member interests.	1	Cong. Fellowship
O 7	Sponsor church-wide community events and festivals. Invite the community.	3	Cong. Fellowship

R 2	Encourage growth by continued First-Time Visitor greeting and follow-up.	0	Evangelism
O 8	Be visible in community events: e.g. RH Christmas Parade; Come-See-Me.	1	Evangelism
R 1 a	Create an area where visitors and members can be welcomed and nurtured.	1	Evangelism
R 1 b	Transform and rename the Narthex to the Welcome Center.	1	Evangelism
R 1 c	Remove the round table from the middle of the Welcome Center.	1	Evangelism
R 1 d	Train greeters. Escort guests to the Sanctuary, Nursery, Restroom.	1	Evangelism
R 1 e	Position greeters outside Oakland Avenue entrance and in Parking Lot.	1	Evangelism
R 1 f	Use promotional trailers at the beginning and / or end of the CN2 broadcast.	1	Evangelism
R 3 a	Develop video for Discovery Class encouraging immediate involvement.	1	Evangelism
R 5 b	Identify the groups needed to connect new and prospective members.	3	Evangelism
R 5 c	Identify areas within which the formation of small groups may be encouraged.	3	Evangelism
D 1 a	Create Stewardship as a year-round Ministry Team of Finance.	1	Finance
S 9 b	Consider adopting a three-year Budget Planning process.	3	Finance
S 12	Prepare for and Implement a Capital Campaign of \$3-5 million. (SA)	5	Finance
W 2	Plan and promote opportunities for mission volunteers to share experiences.	1	Missions
O 3 b	Develop with HOPE expansion of services.	3	Missions
S 11 a	Engage with neighbors in partnerships, seeking avenues of mutual service.	3	Missions
S 11 b	Work diligently with OAPC's missionaries and partner church in Sidon.	3	Missions
S 11 d	Use Presbytery liaisons to sponsor wide-ranging community involvement.	3	Missions
S 11 c	Have OAPC representation on each Presbytery committee.	1	Nominating
S 1	Establish an On-Going Ministry Review Process. (SA)	1	Personnel
S 7	Create a group to work with Pastor to help OAPC live as a large church.	1	Personnel
S 7 a	Use large-church insights in annual work of church.	1	Personnel
S 7 b	Direct Staff and some members visit other larger Presbyterian churches.	1	Personnel
O 6	Develop internship programs with WU, York Tech, and PC(USA) Seminaries.	3	Personnel
D 2	Create a Leadership Development Process.	3	Personnel
O 3 a	Sign a formal Terms-of-Use-Agreement with HOPE for 411 Park Avenue. (SA)	1	Property
S 10 a	Form a building committee.	1	Property
S 10 b	Renovate the Education Wing.	3	Property
S 10 c	Develop campus layout with NEW Multi-Use Facility.	5	Property
S 2	Form a group to monitor progress towards the Mid-Range goals.	1	Session
D 1	Develop a Year-Round Stewardship of finances, gifts, and abilities.	1	Stewardship
D 1 b	Provide Stewardship education for classes, groups, and individual members.	1	Stewardship
D 1 c	Provide on-going education: e.g. <i>Why Do We Pledge?</i> ; <i>Planned Giving</i> .	1	Stewardship
S 9 a	Continue HOPE Garden, expanding it as a community teaching tool.	3	Stewardship
R 5 a	Encourage small groups to be part of <i>Together on Wednesday</i> program.	1	Together on Wednesday
W 1	Coincide programs with Christian year.	1	Worship
W 3	Build on the Service of Wholeness and Healing, Prayer Services.	1	Worship
W 4	Research worship services needed for increased active member participation.	3	Worship