

Clifton Presbyterian Church

Mission Study

Approved by Session December 22, 2019



Loving God, Loving One Another, Loving the World

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Clifton Presbyterian Church
Mission Statement

MISSION

We joyfully praise, glorify, follow and serve Christ as a family oriented, mission-minded people of faith. We provide a welcoming place for all to discern God's purpose and to use their talents and experiences to offer hope, support, and Christian love within our local community and the world.

VISION AND GOALS

Personal Growth in Christ

- Provide opportunities for all to grow in Christ and in relationship with one another through worship, Bible study, Christian education, and fellowship.
- Provide opportunities for children and youth to learn and demonstrate Christian values.

Congregational Care

- Provide compassion, care, fellowship, and prayerful support to meet the needs of our congregation. Also provide a variety of opportunities for fellowship and involvement.

Outreach

- Reach out in Christian love to share the good news of the Gospel
- Use our location and facilities to connect to the people of the local community
- Provide opportunities that allow for participation of all ages, lifestyles, abilities and schedules. Serve others locally, regionally, and around the world with our resources, time, talents and physical presence.

Stewardship

- Expand the giving profile of our membership through prayer, education, and active outreach
- Demonstrate care of God's creation through recycling, energy conservation and use of environmentally friendly practices
- Reduce the debt service on the mortgage over the next five years and provide for the long-term viability of our physical structures.

I-B STRENGTHS AND CHALLENGES

Our Mission Statement reflects the heart of our congregation and provides the foundation for our path forward. In a summary manner, the Mission statement characterizes the identity of Clifton Presbyterian Church. However, our identity has many diverse aspects that are hard to capture in a single statement.

In understanding our identity, the congregation held visioning conferences and mapped the strength of the church as well as the challenges that we currently face. These will be highly important since we are not only selecting a new installed pastor; we are moving toward the next phase of our church's life.

Strengths

Clifton Presbyterian Church will celebrate its 150th anniversary in 2020. Throughout that time, our church has evolved and will continue to evolve. Today, we are blessed with many key characteristic strengths that define our church and propel us forward in doing the Lord's work. Among those strengths are the following:

- We are faithful
- We have a sense of mission
- We have a culture of caring
- We have a generous congregation
- We have tolerance and respect for others
- We are like an extended family to many
- We are a compassionate learning and teaching place
- We believe in open-minded discussion and inclusiveness
- We are willing to take risk
- We have strong processes for prudent management
- We are a community church with expansion capability
- We work well together and "navigate" issues as they occur
- We have a great music program (*Music is very important to us.*)
- We are blessed with long-tenured members, who provide a source of inspiration to others

Challenges

Because of our strengths, we achieve quite a lot for a church of our size. Nonetheless, we have limitations that challenge our ability to accomplish all that we might wish to do. In doing the Lord's work, these following challenge areas help mold our current state just as much as our strengths.

- Revitalizing worship
- Managing limited finances
- Focusing our outreach efforts
- Achieving more “hands-on” mission efforts
- Gaining greater participation in Christian education programs
- Engaging consistently in our programs and initiatives (commitment)
- Broadening participation in activities other than worship
- Maintaining our facilities
- Overcoming geographic limitations
- Communicating well and ensuring transparency
- Scheduling activities to accommodate modern schedules
- Moving beyond applying traditional solutions to modern problems



I-C Detailed Goals and Objectives

Several key goals and near-term objectives emerged from the church's visioning meetings and they echo topics that we have heard in the *Conversations in the Pews* over the past several years. In addition, the underlying themes of these goals and objectives recur in discussions throughout the congregation and have been discussed in various committee meetings. Although these goals and objectives are not meant to be a complete list, they are very important.

Mission – Our mission work has always been a vital part of our identity and our members are very generous in their giving. Doing mission work directly has greater meaning to our congregation than merely writing a check. When we “do” mission, we are representing God to the world. Unfortunately, over the past several years, we have had fewer mission trips and less hands-on efforts. Our congregation senses the spiritual need to expand our mission role and find ways to enable more direct mission work.

Worship – Everyone experiences worship a little differently and that includes the way that we feel God's presence during the service. Some feel it most when we observe quiet reverence, while others feel it in the music or in a scripture reading or in a particular sermon. Despite this diversity, there is a shared feeling that our current worship service needs energizing. The hope and goal of the congregation is that the worship service will become better at providing a renewal of the spirit and a greater sense of God's presence.

Christian Education – Our church is blessed with some dedicated and active members in our children and youth CE programs. Unfortunately, children participation has declined, and older youth programs have faded. The congregation considers children and youth efforts vital to the church, but we are losing member families because they need a church with programs for their children. Our goal is to find ways to re-vitalize our children and youth programs – expanding participation to a sustainable level across age groups.

Outreach – In many ways Clifton Presbyterian Church is a valued part of the Clifton Community. We participate in town events, provide an excellent preschool, host local meetings and lend our facility for public voting. Nonetheless, there is a feeling that we could have a greater connection with the community around us. Currently, the church's outreach programs are expanding. Our hope is that greater outreach to the community will create an atmosphere where more people get to know us and seek to become frequent visitors to or new members of the church.



I-D Desired Pastor Characteristics

Two mechanisms were employed to collect input on the leadership style and "pastor personality" that make sense for the CPC congregation. A "Conversation in the Pews" was a brief brainstorming session with congregants. The prompt for discussion was "your ideal pastor is here, what are the characteristics that make this pastor ideal?"

The second mechanism was an anonymous online survey which used the language as supplied by PCUSA to rank characteristics as well as open-ended questions in determining desired characteristics. The survey was sent to all the families on our weekly distribution list (approximately 118) and there were 32 respondents.

"Conversations in the Pews" and the survey provided many positive attributes. A predominate characteristic identified through both mechanisms is compassionate interpersonal skills. Expanding on this skill set, the congregation identified the following additional attributes in three areas:

1. Attitude and Personal Qualities –
 - exuding acceptance and love
 - inspiring and energetic
 - inquisitive about members and the community at large
 - ability to connect with youth
 - a people person
 - collaborative
2. Worship and Religious Aspects –
 - many congregants identified inspiring and motivational preaching
 - great knowledge of the Word of God / Bible
 - lives a disciplined prayer life
 - mature in his / her theology beliefs
3. Approach to Worship, Mission and Other Programs –
 - values a strong music program
 - a strong sense of vision
 - values tradition while willing to engage in intelligent risk-taking
 - a broad sense of mission
 - a willingness to engage in a hands-on way

The survey provided a more objective perspective on the Pastor characteristics through questions that rank responses in six categories. The top qualities in each category are as follows (with the percentage of the respondents that ranked it as the highest):

Top Priority – Interpersonal engagement (41%) and
Theological interpreter (28%)

Theological Characteristics – Preaching & worship (59%)

Communication – Active listener (56%) and
Public communicator (44%)

Organizational Leadership – Strategy & vision (19%) and
Advisor (19%) and Collaboration (16%)

Interpersonal Engagement – Building trust (50%)

In addition, the respondents to the survey indicated how important Innovative vs Traditional Leadership is. On a scale of 1-100, the respondents averaged 55 indicating that the congregation values both qualities somewhat evenly.

The survey also allowed respondents to provide comments; the following are examples of the responses:

- Inspirational preacher with strong, compassionate interpersonal skills.
- Passionate about their role in building community inside/outside the church.
- Understands that church is not a building, it is the people.
- Guides the church into the future with a balanced respect for the individuals still a part of the history and foundation of the church family.
- Displays an experience or learned understanding of the Clifton Community; passionate about its uniqueness to the Northern Virginia area.
- Someone who can help create a vision for CPC and collaboratively pursue it.
- Someone with energy and experience who has practical administrative experience and wisdom.
- Someone who can lead a diverse congregation and create a sense of oneness and common purpose.

- A leader who inspires through the proclamation of the Word and through the living out a life of Christ's teachings.
- Someone who can support the needs of long-time members of the church and equally work to grow the church by selecting "biggest impact" initiatives that draw in new families.
- Someone who understands that we're a small church and cannot do everything, so it is very important that the leader can set a clear, concise vision using inputs from all and
- Someone who can communicate why we are investing in certain initiatives and not others.



II. Description of Clifton Presbyterian Church (CPC)

II-A WHO WE ARE

We are a community of faith, joyfully praising, glorifying and following Christ. We are a church that reaches out to others in a Christian spirit. We do this through our mission efforts, worship and fellowship and outreach.

Our church is located in the beautiful, historic town of Clifton, VA. We were established in 1870 and will be celebrating our 150th anniversary in 2020.

1. Membership

We currently have 141 active members, consisting of 55 men and 86 women from 102 families. Since January 1, 2019, 12 new members have been received. We have 18 members that are 25 years old and under; 12 members between 26 and 40 years old; 41 members who are 41 to 55 years old; 67 members who are 56 to 70 years old; and 4 members who are over 71. Several families that have been long time members (over 20 years.) The average attendance in 2019 per Sunday was 69.

2. Leadership – Church Staff

In 2018, our longtime Pastor retired. The Reverend Dr. Lynn Stanton-Hoyle was with us for 24 years. On January 1, 2019, we welcomed our Interim/Transitional Pastor, Jeri Fields. In April 2019, our Associate Pastor for youth, Pastor Jodi Ligan, left to relocate in North Carolina with her husband after he retired. The Session decided not to fill the position due to declining youth participation. The declining numbers did not warrant seeking a replacement candidate, and the budget was not able to support the position.

Listed below is a short synopsis of the current staff members:

- Music Director – John Kim is a gifted musician. He has been with us 2 ½ years. He is the organist/piano accompanist during worship, leads the choir and hand bells, and oversees the children's Christmas pageant. This position requires an average of 10 hours/week.

- Office Manager - Debbie Kilpatrick has been with us since March 2019. She possesses extensive knowledge/use of MS applications. This part-time position is 20 hours/week.
- Custodian (part-time) - Qui Nguyen has served on the staff for 25 years and is responsible for maintaining the cleanliness of the church building. His compensation is paid by the church and the pre-school.
- CPC Interim Preschool Director – Amy McConaghie is responsible for the management of the pre-school. The preschool director position is part-time.
- CPC Preschool Administrator – Cindy Fedder joined the preschool management in January 2020.
- Child care attendants - Gladys Salinas has been a staff member for many years. Together with interim attendants she provides child care for the children of our church during weekly Sunday services and Christian Education classes.

3. Leadership – Church Officers

The Session is the governing board of our church. It meets on a regular monthly basis to direct the administration and ministry of Clifton Presbyterian Church. Decisions regarding policy and the stewardship of resources are often key areas of discussion, discernment and decisions in these meetings. In addition, the Session performs other functions in accordance with the *Book of Order*. Additional meetings are held as needed throughout the year.

The Session including the Clerk is composed of 7 women and 5 men and the moderator. Session members are elders, who are elected for a 3-year term. Four elders rotate off Session each year ensuring continuity while gaining new leaders. Each Session member is also a committee chairperson for one of the committees listed below. The current Session is responsible for overseeing the ministries of the Church, as is described in the Operational Procedure Manual. The following is a list of the twelve committees that perform the ministries and functions of the church:

- Admin and Finance
- Building and Grounds
- Christian Education
- Communication

- Fellowship and Outreach
- Manse
- Mission
- Personnel
- Planning
- Pre-school
- Stewardship
- Worship

(Currently, the Communications committee does not have an elder and its functions are fulfilled by the Fellowship and Outreach committee.)

The **Deacons** function under the oversight of the Session. There are ten Deacons that are elected to office by the congregation -- nine adults and one youth. Within the deacons, two members are chosen to be co-chairs. Meetings are held every other month.

The ministry of the Deacons is one of compassion, witness, and service. In compassion for church members, the Deacons provide support and comfort during memorial services by ushering as well as by coordinating the set-up, food contributions, and clean-up. They also support the annual Longest Night Service by providing light refreshments for attendees to gather and be supported by the loving presence of God. In witness, each Deacon is assigned to 9-10 families to continue a supportive relationship and reach out to in times of need with cards, food, and prayer. In service to Clifton Presbyterian Church (CPC), the Deacons plan receptions to welcome new staff and farewell receptions to thank those who have dedicated their talents and energy to CPC. They also organize the set-up, food, and clean-up for the Annual Meeting. The Deacons follow a rotating schedule for kitchen clean-up following the Cup of Fellowship each Sunday morning. The youth Deacon serves as a leader for our youth and participates in our ministry of compassion (assisting in memorial services) and reaching out to the youth in families who have support needs.

The **Trustees** function as Christian stewards of the property God has entrusted to the congregation. This includes supervising and maintaining both the physical property of the congregation and gifts made to the congregation so that the ministries of the congregation can be effective. All legal requirements related to the property are the responsibility of the Trustees. Also, the Trustees are

responsible for maintaining the insurance policies for the church. There are 3 Trustees, 1 female and 2 males.

4. Governance

Clifton Presbyterian Church is governed in accordance with the Constitution of the Presbyterian Church (USA). Areas of governance specific to CPC, such as quorum requirements and officer elections, are maintained in the CPC Bylaws.

5. Policies and Procedures

Clifton Presbyterian Church (CPC) maintains a record of all its existing policies in the church office. Some of the key policies are the following:

- Child Protection and Sexual Harassment Policy
- Personnel policy
- Operational Procedure manual
- Administrative and Accounting policy
- Building and Grounds Contracting policy
- Multiple Bid policy

Further, each committee develops and maintains a continuity book which documents the processes and procedures of that committee.

II-B HISTORY OF CLIFTON PRESBYTERIAN CHURCH

Immediately after the Civil War, a group of people from Clifton, New York came to this area and established the village of Clifton. In 1868, Margaret Hetzel organized a Sunday school at the corner of Pendleton Avenue and Chapel Streets, near the Fire Department. That is how Chapel Street got its name.

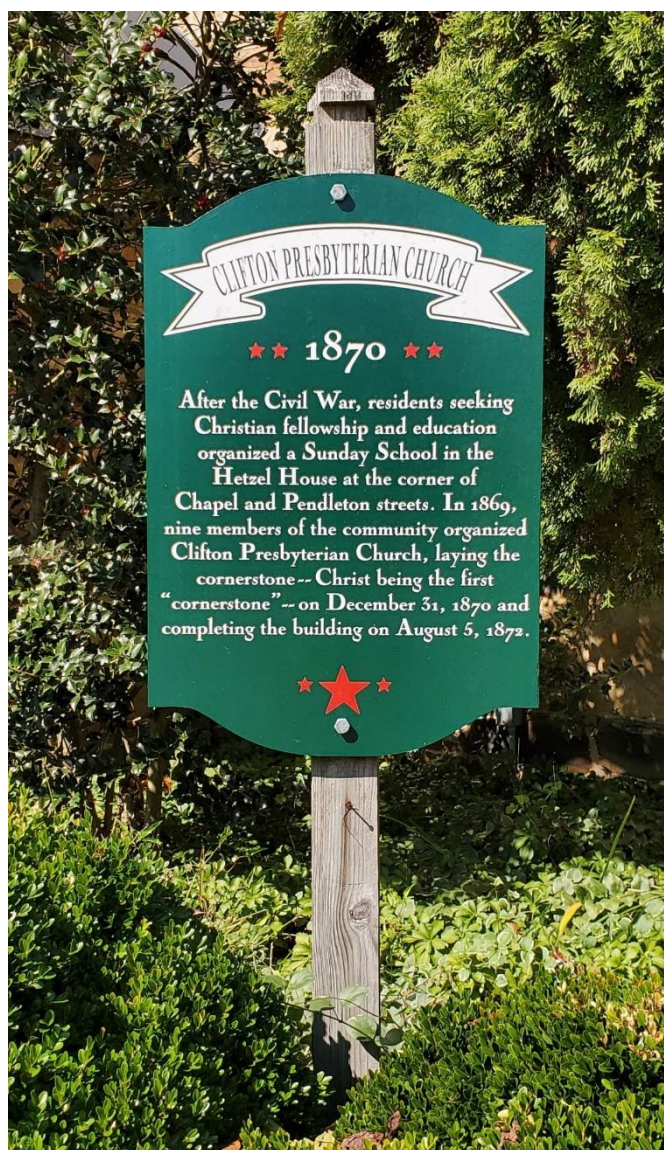
From the beginning in 1869 nine members of the community organized the Clifton Presbyterian Church. This group hoped to provide public worship and arranged for occasional preaching services. On the last day of 1870, the cornerstone of the present native stone structure was laid. It was completed in 1872 and brought a place of worship to this community from that day to this.

In 1872, the Rev. William Bradley, arrived from New Jersey, and was commissioned as the Acting Pastor on an annual basis. On August 5, 1872, Rev.

Bradley delivered the first sermon entitled, “The People Had a Mind to Work.” The congregation raised \$2,000 to complete construction of the church. Four years later, Rev. Bradley’s home in town, along with everything he owned, burned to the ground; he himself almost perished in the fire. He did not accept the call to stay another year at CPC, instead moving to Tennessee.

Over the next almost 20 years (1877-1895), the congregation entered an “unsettled period” with shared pastoring, with volunteers, and with the Baptist minister presiding (which meant much more then than it does now). There were eventually 8 other preachers who served the congregation. Then in 1895, Rev. William Edwards accepted a call that would extend for 20 years. The church grew slowly, but steadily over that time. He was beloved and described as a “grand old man who was really the only resident pastor who actually lived and ministered among us for any appreciable length of time.”

Rev. and Mrs. Edwards were remembered for their New Year’s receptions and for the many books Mrs. Edwards gave to the children of the church. They were described by “their untiring efforts...to strengthen the Christian love and fellowship of the community.” This “well beloved shepherd continued his faithful guardianship...until a few weeks before his death.” His last audible prayer was that “a man after God’s own heart should be sent among [these people], to preach Jesus Christ and Him crucified.” His constant thoughts and prayers were for “all of every name and order in our village and surrounding



neighborhood.” Rev. Edwards died in 1915, as the world was eclipsed by World War I.

The records note that Rev. Edwards was so generous with the donation of his services that “the congregation had lost touch with the need for generous giving.” The next pastor, Rev. Kelly (1915-1920) gave “to our people a fuller realization of the meaning of the words of the Master when he said, ‘It is more blessed to give than to receive.’” Through his efforts the contributions of the people were increased by 250%! To him alone, the account continues, goes the credit for the purchase, and prompt payment, of the church’s first organ.

Rev. Kelly left in 1920 and the next two decades brought everything from sharing a minister with Manassas Presbyterian, meeting on alternate Sundays, employing a minister from Washington, DC for most of the year while using seminary interns during the summers (1920-1933), and then more student pastors— each was embraced enough to be attributed a tailored adjective: there was “scholarly [Keith Custis]”, “friendly [Robert Tignor]”, “happy [Arthur French]”, “Man’s man [Jimmie Mirtz (who came during the drought summer of 1930)]”, “golden voiced [John Strome]”, and “cheerful Fred Klerckoper”. Finally, in 1933, Rev. John DeChant arrived. He served for 10 years. The church notes how “honored” they were by his election as Moderator of the Washington City Presbytery, raising the status of tiny Clifton.

After Rev. DeChant accepted a call to Delaware in 1943, another “unsettled period followed” with several more student pastors filling the gaps. From this unsettled place, on occasion of the 75th Anniversary of the church in 1946, the members wrote the following:

“From its earliest beginnings, God has blessed our little congregation. Many have been reached and served by the renewing grace of God through the ministrations of this Church, while others have been quickened to a new sense of Christian obligation because of its presence in the community.”

“The history of [this] church can never be understood without a full appreciation of the way in which the activities of the church have been carried on, and the purpose of the church advanced, by the work of [the members], who were critical to keeping up the spirit of the congregation and provided pleasant social interludes. [They] kept before the congregation the necessity of going to all the

world to preach the gospel and were one of the most potent religious forces among the young people... ”.

“To those of us of this generation, this Church and Mr. and Mrs. William Richards were almost synonymous...they gave not alone to the community and this church, but also to God. And we remember the ever-faithful ones who served our Savior and whose sacrifices have made our little sanctuary their dearest treasure - the Fords, the Grahams, the Browns.....etc.”.

“Through succeeding generations these people have maintained in our community not only a church, but a



spiritual fortress as sturdy and solid as the building of roughhewn stone they built and have maintained for 75 years. Ours is the task to carry on the heritage they gave to us.”

The Session at this anniversary was composed of 6, the Board of Deacons 8, with 3 Trustees and a Treasurer. There were 82 members. In the midst of a second World War, with no sustained pastorship, there was still abundance.

In 1947 George Liddel, an attorney-turned-minister, came to serve on a part time basis. By the early 1950's, the Church Sunday school had outgrown the building's capacity, and construction of an annex began in the fall of 1953. The new annex was named in memory of Mr. Liddel, whose sudden death in 1964 occurred before completion of the annex.

In 1955 – after 35 years – a full time, resident pastor arrived – Rev. Ray Howland. The congregation purchased the Kidwell house on Main Street for a manse. Rev. Howland remained in Clifton until his death in 1959 and was succeeded by Rev. Dr. Elwood Schofield in 1961. Rev. Schofield resigned the Church in September 1965 and following his departure the Church called Rev. Ellwood. H. Crick. The Cricks arrived June 16, 1966, moving into the recently purchased [1964] and remodeled manse, known then as the Wolford house, adjoining the Church.

In 1970 with Pastor Crick, Clerk of Session was Ruth Petersen, who was also one of the organists, there were 9 members on Session, there was a Superintendent and Assistant Superintendent of the Sunday School, there was a Women's Association and Men's Association, there was one service at 11:00, Youth group met every Sunday evening at 7:00PM, and there was a Family Night Dinner on the First Saturday of every month. Communion was observed 4 times a year.

Members in 1982 conceived of beginning a preschool for area children. The Session approved the opening of the Clifton Presbyterian Preschool in September 1982. It was established "as part of the Church's Christian Mission of service to the community and is part of the overall education ministry of the church." This continues to the present day.

In July 1984, Rev. Crick announced his intent to retire. He preached his last sermon On January 27, 1985.

Due to declining membership and financial resources, CPC could not fulfill their financial obligations to the Presbytery and became designated a redevelopment church. The Presbytery provided help and support during this period until the church regained its health and independence. In July 1985, Rev. Robert von Oeyen was assigned as the stated supply minister for the Church. The Church then called Rev. von Oeyen as permanent pastor in October 1986. He served until November 1993. Dr. Henry Baumann became our interim Pastor and served the congregation faithfully until our new installed Pastor arrived in 1995.

Rev. Lynn Stanton-Hoyle was installed as Pastor in August 1995 and retired in May 2018. Pastor Stanton-Hoyle served the congregation with energy and compassion throughout this period. While serving, Pastor Stanton-Hoyle received her Doctorate. She was assisted by Associate Pastors for Youth Ministry during much of this time. Rev. Julie Hodges was the Associate Pastor from 2001–2005, Rev. Jennifer Dunfee was the Associate Pastor from 2007–2011, Rev. Sarah

Cairatti was the Associate Pastor from 2012-2016. Rev. Jodi Ligan was the Associate Pastor from 2017-2019. In addition, the church was blessed with Rev. Lewis Johnson as a Parish Associate from 2006–2019.

Rev. Dr. Lynn Stanton-Hoyle guided the congregation through a substantial building construction project, including the reconfiguration of the sanctuary.

A ground-breaking ceremony for the new building was held June 5, 2005 and we were officially granted occupancy on October 4, 2006. The sanctuary remodeling and re-visioning then began and it was completed by Christmas 2006 with the official dedication taking place, despite the snow, on January 21, 2007.

The new addition provides a Fellowship Hall with a large, quality kitchen and bright classrooms for Christian Education or weekday preschool classes. The facility is completely handicap accessible and includes an elevator. The exterior was carefully designed to complement the historic structure and stone façade.

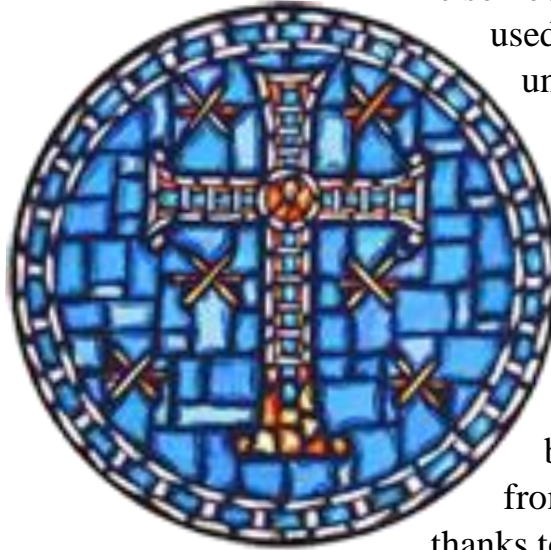
In June, 2018, Rev. Ligan became the acting Pastor for the church. She continued in that role until Rev. Jeri Fields was hired as the interim/transitional Pastor January 1, 2019. Pastor Jodi continued to serve the church until March 31, 2019, when she relocated to North Carolina.

Other historical items of note include:

- Outside, beneath the bell tower, you can see the beautiful old wooden doors that used to be the main entrance to the sanctuary, and the stained-glass window above the old narthex. The bell tower bears the inscription “Legacy from Mrs. E. A. Bradley – Being dead she yet speaketh, Troy Bell Foundry, Jones & Company, Troy, NY 1873”.

- The stained-glass window was given as a memorial to Grace Millen by her husband, Calvin Millen, long time chief of Clifton Fire Department.

The somewhat conspicuous mastic which is used to fasten this glass together is unspectacular in the daytime.



However, at night when illuminated from the back, it refracts light as though it were encrusted with jewels. The design itself is taken from the jeweled mosaic cross on the tomb of Roman Emperor Justinian in Ravenna, Italy. This beautiful rose window is now visible

from the interior of the sanctuary thanks to a donation from Nancy Scott and

her family, in memory of her husband Jack, a long-time member of Clifton Presbyterian Church.

- The communion table dates to the installation of Rev. Ellwood Crick as pastor and displays an antique communion set below.
- Hanging at the rear of the Sanctuary, you will see the needlepoint communion tablecloth, which coordinates with the pulpit chairs and kneeler in use on the chancel. These beautiful works of art were created by Mr. and Mrs. Arthur Seippel, former members of the church.
- Many of the items in the sanctuary bear plaques acknowledging those who donated funds to provide new items or renovate and repair existing ones. Several of the rooms in our new facility have also been dedicated in this way and have dedication plaques to the right of the doorway.
- Two display cases, located in the Library, hold a Bible which was printed in 1858, presented to the church at a later date and used as the pulpit Bible until 1968. This bible was retired, restored and put on display along with one of the offering plates used in the early days of the church.
- General Willard Webb's carvings, which were a special feature of the old building, are now on display throughout the narthex, stairwell and hallways. Information sheets are available near each grouping.

- The “Touching Tomorrow Today” wall hanging stitched by Lisbeth Kozy hangs beside the elevator. The original campaign logo was designed by Marla Hembree in September 2002 and was used throughout the successful three-year capital campaign to raise funds for the new building addition. Construction of this addition began in 2005. This wall hanging was dedicated in October 2005.

II-c WORSHIP

Worship is central to the members’ experience of Clifton Presbyterian Church (CPC). Our worship is traditional and extremely connected. Members are drawn to worship, music and sermons that feel personal and timely, open-hearted and tender. It is common during a service to see members hug each other, stop to pray, cry or laugh out loud.



The Adult Sanctuary Choir sings throughout the year, with creative accompaniment by the Music Director. The bell choir is inclusive of all ages and performs seasonally. At CPC, the children take an active role in worship life by participating in the service, singing periodically, and ringing the tower bell at the service conclusion. The annual Christmas Pageant is a community event that draws area children into the worship. A music intern adds to the depth to our music repertoire. Further, the Sunday service regularly welcomes special music from members of the congregation with interests and talents in worship music.

The services were recently consolidated from two morning worship services to one bringing a new vibrancy in our desire for fellowship with all members and friends of CPC. Recognizing the diversity in members schedules, a monthly weeknight worship service was developed several years ago to allow members to enjoy worship and a meal together during the week. The Worship Committee and the Session are currently deciding whether to continue this program. In addition to our location, we lead worship outreach at the Fairfax Nursing Center six Sundays a year.

The Worship Committee attends to the planning and organization of worship details in a collaborative effort with the Pastor and Music Director. They work in conjunction with the other elders to schedule member participation in the services.

II-D STEWARDSHIP

Clifton Presbyterian Church has maintained an ongoing program of stewardship that brings the message of the need to offer one's time, talent and treasure in gratitude for the blessing we receive from God. Each November, the elder for Stewardship leads a campaign to provide an opportunity for each member to pledge their offerings for the following calendar year. Over the last 5 years [2015-2019], the number of pledging households has averaged 58, from a high of 63 in 2016 to 54 in the current year. This represents approximately half the pledging households in the Church.



The annual pledge total over the last 5 years has averaged \$327,000, with the lowest pledge total occurring in 2019. We typically realize nearly all the amount pledged, with some families exceeding their pledges while others fall short. Our plate offerings typically range from 10 to 15 percent of the pledge total.

The focus for our 2020 Stewardship Campaign will be to increase the total amount pledged to \$330,000 and increase the number of pledging households to 60. We will also offer

educational material in 2020 on bequests and other opportunities for giving.

Appendix D provides a summary of the reasons many of our members choose to give of their time, talent and treasure.

II-E CHURCH MISSION EFFORTS

“For I was hungry and you gave me something to eat, I was thirsty and you gave me something to drink, I was a stranger and you invited me in, I needed clothes and you clothed me, I was sick and you looked after me, I was in prison and you came to visit me.” Matthew 25:35-36 (NIV)

Interim/transitional Pastor, Rev. Jeri Fields introduced the Mission Committee to the concept of a Matthew 25 church. The quote above is something we embraced in examining who we are in mission. We had never considered ourselves as a Matthew 25 church, but upon a closer look, that is what we are, and we will continually strive to be better. What follows reflects the tenets of this program.

1. Domestic and International Mission Programs

Mission at Clifton Presbyterian Church (CPC) goes far beyond the Mission Committee. We work and donate in many areas locally, nationally, and internationally. Members contribute their time and talents in support of those in need, which includes our own members, members of the local community, those in need in the U.S., and those in need internationally.

CPC raises funds for Mission projects through the annual budget and two large fundraisers per year: Annual Spaghetti Dinner/Silent Auction; and Clifton Day activities, which provide a youth bake sale, lunches for sale and a parking area. All these activities require a considerable faithful group of volunteers.



CPC’s Mission Committee members have a passion for what they do in loving each other, loving others and loving the World.

CPC continues its strong commitment to local, national, and international mission. Along with the church’s financial and material contributions, many CPC members invest their time and talents in mission work nearby and overseas. As we continue our efforts to help those who truly need it, the Committee realizes that

homelessness, hunger, and disasters affect so many. Mission remains extremely important to CPC!

A new project, “The Shoe That Grows,” is for those in the world who have either no shoes or inadequate ones. CPC youth have raised funds for these shoes, which are well-made and can be adjusted over time as young people grow.

Local Ministries:

Western Fairfax Christian Ministries (WFCM) is a primary partner in local mission for CPC. We refer people who seek direct assistance from CPC to WFCM, a Christian agency that serves many of the most vulnerable families in our area. WFCM is able to assess needs and provide the right combination of assistance needed to help people both with crises and with long-term challenges. WFCM is a collaborative effort by local churches that offers a food pantry, financial support and rent/electric bill subsidies. CPC contributes to WFCM from a combination of regular mission budget, fundraisers, and designated gifts. CPC and its Preschool also coordinates provision of Thanksgiving and Christmas meals to WFCM client families. CPC members also provide many hours of transportation services for WFCM clients who need help reaching medical appointments. Further, we provide budget counseling for families at risk of homelessness.

CPC contributes substantially to Northern Virginia Family Service’s Manassas SERVE. This is a program that provides shelter and food supplies to needy families. It is similar to WFCM but serves the Manassas area in neighboring Prince William County.

The LAMB Center (Local Area Meals Because) is a day center for homeless and precariously housed adults in the Fairfax area. Many of its guests live in the woods, on the streets, in their cars or in one of 30 Church-provided shelters in Fairfax. The LAMB Center provides meals, showers, laundry and locker services, job and spiritual counseling, and other critical support to help its guests get back on their



feet. CPC provided monthly hot meals for the center this year. CPC has a point person for our overall engagement with the LAMB Center and has prepared delicious meals on the first Wednesday of each month. CPC also contributes substantial funding toward the Center's operation.

CPC has established a partnership with the Fort Belvoir Fisher House, an excellent facility that provides accommodation and support, free of charge, to the families of wounded veterans receiving care at the Fort Belvoir Community Hospital.

CPC supports the Prison Fellowship Ministry (Angel Tree). The congregation provides Christmas gifts on behalf of several inmate fathers to their local children. The mothers are also given much needed gift cards on behalf of CPC. Parishioners provided these gift cards as well.

Kids to Camp: Between budgeted funds and designated funds, CPC has provided full scholarships for several children to attend summer week at Camp Highroad. These children were all children we met through our Angel Tree program.

Boy Scout Troop 1104: CPC continues to sponsor Troop 1104 as part of our outreach to youth in the community. CPC has enjoyed Eagle Scout Projects over the years. One improved the Preschool trail and provided mulch behind the patio and the other replaced siding and painted the exterior of the front of the garage.

Girl Scout Troops: CPC provided meeting space for several local Girl Scout troops.

Domestic Disaster Response: CPC contributes substantially through the Presbyterian Disaster Assistance to help those affected by disasters in the U.S. caused by hurricanes, flooding, or other natural disasters. CPC also contributed supplies for cleanup buckets.

International Ministries:

Partnership with Kibwezi, Kenya – Support for Tumaini Orphan Care, Education Centre, and Preschool: This long-term partnership between CPC, Burke Presbyterian Church, and churches and communities in Kenya continues to thrive. CPC has a Covenant Relationship Agreement between Burke Presbyterian Church and Nairobi Central Presbytery, Presbyterian Church of East Africa (PCEA). With the guidance of several CPC members, CPC provided support for the preschool ministry, orphan care ministry, schools and congregations and health clinic, health

care, and Tumaini Orphan Care. This funding came from a combination of the regular mission budget and designated gifts through fundraisers, which includes the Alternative Gift Offering.



Kenya Water Development with Waterlines, USA: CPC members guide a program of rainwater harvest and WASH (Water, Sanitation, and Hygiene) in the highlands of Kenya. This included funds in direct support. CPC members have made month-long visitations to monitor the program with the onsite Kenyan facilitators. Our members are also on the Board of Waterlines, Santa Fe, NM.

Haiti's Wings of Hope: CPC continues with a close engagement with Haiti, the poorest country in the western hemisphere. CPC provided substantial funds to Wings of Hope, a home for disabled children and adolescents that CPC members have visited over the years, through its U.S. affiliate, Hearts with Haiti. CPC volunteer teams have worked directly with the children during their mission trip to Wings of Hope and its sister organization in Haiti. The cost of the mission trip is financed primarily by contributions of the participants.

Medical Benevolence Foundation (MBF) (Haiti): Through the Medical Benevolence Foundation, CPC financially supported MBF with funds to support students in Nursing School and provide medical care for vulnerable Haitians. A former CPC member is serving a term on the board of the Medical Benevolence Foundation.

Heifer International: CPC provided substantial funds in support from the regular budget and from designated gifts to Heifer, an organization that helps families in the developing world overcome poverty by providing livestock, bees, and other ways of earning a livelihood. Families helped by Heifer then help others in their community.

Crop Walk/Church World Service: CPC has always had a team of members on the walk and thus contributes through Crop Walk to Church World Service.

CPC members have also had mission service projects preparing Emergency Cleanup Buckets and Hygiene Kits for use in disaster affected areas.



International Disaster Response: Through Presbyterian Disaster Assistance, CPC contributed substantial funds to international disaster assistance and Syria Disaster Relief through the National Capital Presbytery and Special Offerings. CPC also collected special offerings for One Great Hour of Sharing, Heifer International, and the Christmas Joy Gift.

2. CPC Preschool

Clifton Presbyterian Church continues to witness to the surrounding community that we value the opportunity to offer quality early childhood education and extended care by dedicating our church building to this ministry for 5 days a week since 1982. We endeavor to instill the personal and classroom skills each child will need to succeed in school. We model and guide children to show respect and kindness to themselves, their classmates and their teachers. We welcome each child, and enjoy seeing them find their favorite activities, make friends and explore their individual learning style. In this way, we hope to foster a love of learning and a positive attitude toward school that will set them on a path to success and happiness in the years ahead. This quality education and nurturing environment has been awarded recognition by Fairfax County's IPOP (Inclusive Placement Opportunities for Preschoolers) Committee as an Exemplary Community Early Childhood Site.

The after care and extended care programs continue to grow, providing a great advantage to full time working parents. CPC's Preschool continues to provide for the community with new programs such as Summer Camp, Enrichment Activities, and child care for 2 ½ year-olds.

The preschool budget includes a scholarship fund for disadvantaged families and a mission fund providing the annual salary of one teacher in Kibwezi, Kenya. Other mission opportunities for preschool families include Thanksgiving and Christmas food baskets, and an Angel Tree for Christmas presents for disadvantaged children.

Our preschool is led by two experienced educators. The Preschool Administrator is Cindy Fedder and the current Interim Preschool Director is Amy McConaghie who also serves as a lead teacher.



Throughout the school year preschoolers participate in activities in classrooms equipped with age appropriate materials, playtime on the outdoor playground, enrichment activities such as music, tumbling, and special guest visits from the fire department, police department, and a dentist. The school year also includes field trips, tea parties, Christmas music performances by each class, an end of year music performance by each class, and an end of year picnic. The Preschool follows the Fairfax County Public School schedule. In addition, two weeks of summer camp are offered.

3. Christian Education

Sunday morning Adult Education is conducted during the hour before worship and is open to all. Women's Bible Study is a mid-week program, on Tuesday mornings, with an intergenerational format, informal atmosphere, and vibrant part of the education of the women of CPC.

Youth Christian Education:

Our last Confirmation Class was in Spring 2018. Pastor Jodi led a group of 10 youth through an 8-week Confirmation process culminating in early May with Confirmation of all 10 youth. The group participated in a weekend service project feeding the homeless in DC. They stayed at the Church of the Pilgrims with chaperones Pastor Jodi and Elder Steve Landry.

Throughout the year our youth participated in service projects for the church such as assisting in leading worship services at Fairfax Nursing Center; and serving food, assisting with parking, and coordinating a bake sale at Clifton Day; participating in manse work day projects; and serving as nursery attendant backups. For service projects in March, our youth did a wonderful job serving our church and community as waiters at the annual Spaghetti Dinner and Silent Auction fundraiser. In addition, our youth served as volunteers in the CROP Walk, in the Easter festival, in the Needlework Ministry, in Godly Play and in Junior Church. They have served on the Nominating Committee and as Youth Deacons. They were key players at Vacation Bible School events and at the Christmas Pageant. Our youth attend worship services, participate as worship/lay readers, and participate as Children's Time assistants. They have attended Table Time and the church picnics with their families.

The Shoe That Grows – In 2019 our youth continued a new service project, learning about and raising funds for The Shoe That Grows, through a very successful bake sale at Clifton Day and through fundraising within the church and congregation. The Shoe That Grows is an organization that provides an expandable and durable shoe to needy children in third world countries. The shoe was designed by a gentleman who, while on a mission trip to Kenya, was shocked to discover how many children did not have shoes or were wearing shoes that no longer fit. He returned to the U.S. and designed an expandable shoe that can provide a child with shoes for up to 5 years.

Children's Christian Education:

Junior Church - A Sunday morning program for 1st through 8th grade children. The children leave worship service after Children's Time to gather for Junior Church each Sunday except the 1st Sunday of the month when they attend worship with Communion.

Godly Play – A Sunday morning program for preschoolers through kindergarten. The children leave worship service after Children’s Time to gather for Godly Play on the second and third Sunday of each month.

Nursery - Our CPC nursery faithfully continues the tradition of love and support for the youngest of our CPC family. Their dedication to our children remains vital to our church's mission to support families and nurture God's people.

Easter Festival and Egg Hunt – Annual celebration for the younger children in our congregation as well as the community and their families. Activities included searching for eggs, making crafts, playing games, and listening to the story of our risen Lord.

Bibles for rising 5th graders - CPC continued the tradition of presenting rising 5th graders with Bibles, with a Bible verse specifically selected for each recipient.

Graduating Seniors – We celebrated the high school graduation of our youth this year with the presentation of a book of devotions.

Christmas Pageant - In December an energetic group of children participated in the annual Christmas Pageant under the direction of church members and support from many parents. The Christmas pageant is a highlight of every year for many and we love to see and hear the children praising God.



4. Fellowship and Outreach

The Fellowship and Outreach Elder position has been vacant until 2019. Prior to that the Deacons took on many of the roles and responsibilities of the committee. Currently the Fellowship and Outreach Committee has 7 active members and meets on the first Saturday of each month from 10 a.m. to noon.

Fellowship groups that meet monthly are: Book Club, Men’s Breakfast, OWLS (Older Wiser Livelier Seniors), and Thursday Lunch Club.

Fellowship activities include: Annual Church Picnic, Birthday/ Anniversary Celebration monthly after worship, Annual Halloween Event.

Outreach activities so far have been: “Welcome Back” buckets for the office and preschool staff in Sept, Bagels/Donuts & Coffee for motorcycle club (2nd Sunday month), New members classes, Gift bags and guest book for visitors on Sundays, Placement of church business cards in narthex & local shops, Establishment of the 150th Church Anniversary Committee to plan special events for members of the church, past staff, members and neighbors in our community in 2020. CPC has 21 members of this important sub-committee.



II-F CONGREGATIONAL CARE

Congregational care continues to be a hallmark of Clifton Presbyterian Church. Rather than being the responsibility of one group or committee or the Pastor, congregational care is practiced throughout the church. Examples of our care practices include a variety of broad fellowship activities as well as addressing specific member needs. There are many ways in which our members care for each other personally and deeply that can't be labeled generally. In addition to these, there are pastoral and member visits for members at the hospital or recuperating at home. The pastor occasionally also offers the Lord's supper at home for members.

We have 10 Deacons (including 1 youth deacon). The deacons provide Compassion, Witness and Service to the congregation. Each Deacon supports between 8-10 members or member families by regular communication and being a point of contact. They take care of a variety of member needs including meals, rides, or any other immediate needs as they come. We celebrate member birthdays and anniversaries in Cup of Fellowship.

We send care packages to college students. The Deacons, Elders and Pastor also stay in communication with families that have moved away or have dropped attendance. We regularly provide funeral services to community members.

The OWLS, Older, Wiser, Livelier Seniors, which provides fellowship and social events. The OWLS reach out and send cards of care for specific life events.



The TLC Thursday Lunch Club is a social lunch. All women of the church are invited and encouraged to bring a friend or neighbor.

II-G CHURCH COMMITTEES

The Session manages the church's operation through five committees. General overhead functions, such as administration and maintenance, are overseen by the Administration & Finance committee, the Building & Grounds committee and the Communications committee. Employment practices and employee-related activities are overseen by the Personnel committee. However, normal employee management is the responsibility of the Pastor – Head of Staff. Planning for the future of the church is strategically coordinated by the Planning Committee.

A sixth key committee, the Nominating committee, is elected by and reports to the congregation. It prepares a slate of candidate CPC members for elected offices (elders, deacons and trustees). The Nominating committee also prepared the slate of candidates for the Pastor Nominating Committee.

1. Administrative & Finance (A&F) Committee:

This committee has primary responsibility for maintaining the financial integrity and the financial reporting accuracy of the church. In addition, the committee performs oversight and authorization of expenditures for the office operation.



Collection counting, funds depositing, financial recording, check writing, and employee compensation and withholding are the normal weekly activities of the committee. The committee currently consists of the Treasurer, two Assistant Treasurers and six other members.

Before the beginning of each year, the A&F committee prepares an operating budget for approval by the Session and for concurrence by the congregation. Each month, a monthly financial report is published for the Session to facilitate tracking to the budget throughout the year. Through

this budgeting and reporting, the Session may adjust the financial expenditures as necessary.

The A&F committee performs a monthly audit of the financial records, the collections and the bank statements. This ensures both the integrity and the accuracy of the financial process throughout the year. In addition, the committee performs a full annual audit in January for the previous year and publishes an annual report to the congregation.

2. Building & Grounds (B&G) Committee:

The Building & Grounds Committee is responsible for maintaining the physical integrity of the church property and for oversight of the processes governing its use. In the course of its regular activities, the committee oversees all utility and scheduled maintenance expenditures, authorizes contracted maintenance as needed, implements and monitors energy efficiency measures, schedules safety inspections, and performs many smaller maintenance efforts directly. The committee currently consists of four core members and many others who help in the maintenance of the church building and grounds.

Our church is blessed with a wonderful physical structure and significant grounds, but all of these require annual attention. The B&G committee organizes periodic “work days” for the congregation to address larger issues, such as mulching, gardening care, painting, and general building repair.

One of the key initiatives of the B&G Committee, in concert with a newly formed Manse Committee, is to renovate the manse to make it available as a manse for our next installed pastor or as additional space for church programs or as a resource to rent or as a museum for Clifton. That work is on-going and should be complete in 2020.



3. Communications Committee:

The Communications Committee is responsible for all the ways that CPC communicates with both the congregation and the community. It recommends and oversees the processes for communication including periodically reviewing their effectiveness. The committee is responsible for the website, the church's Facebook page and the weekly email broadcast.

The screenshot displays the Clifton Presbyterian Church website. The header features a teal navigation bar with links: Home, For Visitors, Ministries, CPC Preschool, Weddings at CPC, Calendar, Resources, and About Clifton Presbyterian. Below the header is a large banner with the church's logo (a blue cross with a white center) and the text "Clifton PRESBYTERIAN CHURCH". To the right of the banner is a "Join Us" section listing service times: 9:00 am Adult CE Class, 10:00 am Worship Service, 11:15 am Cup of Fellowship, and 8:30-11:30 am Nursery Care. The main content area is divided into three columns. The left column includes a photo of the church building, contact information (12748 Richards Lane, Clifton, VA, 703-830-3175), a link to "Our Staff", and social media icons for Facebook and a photo gallery. The middle column features a "Stewardship Campaign" section with a book cover for "Enough" by Adam Hamilton, a description of the campaign, and a list of themes for each Sunday in November. The right column has a "Church News" section with links to Announcements, Online Sermons, and Online Worship Services, a search bar, and a "DONATE" button with a dollar sign icon. At the bottom, there is a "Women's Bible Study" section with the title "Gospel of John: Finding Identity and Purpose" by Matt.

4. Personnel Committee:

The Personnel Committee provides executive oversight of all employee-related activities. These involve key aspects of employment including hiring, job descriptions, employment policies and procedures, performance evaluations, annual budgets, pay and benefits, disciplinary actions, and retirement and

termination. When it becomes necessary to hire staff other than installed pastors, the Personnel Committee takes all the required tasks that lead to a hiring decision by the Session.

Although all church employees are directly supervised by the Pastor as head-of-staff, the Personnel Committee maintains an oversight role and becomes directly involved when requested. In addition, the Personnel Committee, in concert with the Pastor, performs the annual performance reviews for the non-pastoral staff.

5. Planning Committee:

The Planning Committee is the strategic arm of the church. Its primary responsibility is to continually evaluate the trends and trajectory of CPC and to provide recommendations to Session for new initiatives. The committee has four members.



The committee's work has led to greater outreach to the Clifton community, implementation of changes to the worship service, and a voice of the congregation in refining CPC's Mission. Over the past 6 months, the Planning Committee has led the congregation in a series of Visioning Discussions that were crucial for CPC's Mission Study.

Happy Halloween!

Clifton Presbyterian Church

703-830-3175

Worship: Sundays at 10:00 a.m.

All Are Welcome!

6. Nominating Committee:

The Nominating Committee is elected each year by the congregation at the spring meeting where the new officers are elected. There is no limit to the number of members who may serve; the current Nominating Committee has seven members and these members reflect a good cross-section of our

congregation's demographics. The committee is chaired by an elder from the Session.

Through deliberation and discernment, the committee recommends a slate of elders, deacons and trustees for the next class of officers each spring. The committee also meets as needed to recommend candidates to fill positions that have become vacant during the year. The congregation always reserves the right to add other names to the slate. In 2019 the committee recommended a slate of nominees for the Pastoral Nominating Committee (PNC).

II-H CHURCH FINANCES

Clifton Presbyterian Church (CPC) is blessed to have generous member families and a love for mission programs. As a result, the church has continued to maintain a good financial condition. Our 2018 and 2019 financial income and expenditure summaries are as follows:

	<u>Income Statement Summary</u>	
	<u>2018</u>	<u>2019</u>
Giving and Other Income		
Congregational Giving	388,943	415,313
Building Use	16,890	8,890
Preschool	188,650	233,308
Other	11,594	11,531
Expenditures		
Personnel	196,056	186,150
Overhead	167,533	150,127
Christian Education	868	1,055
Fellowship & Outreach	530	556
Mission	58,196	43,429
Preschool	177,905	193,861
Worship	2,482	3,208
Church Committees	258	5,284
Add. Mortgage Red.		81,986
Major Improvements	0	6,985
Net Gain / (Loss)	\$ 2,249	\$ (3,601)

Clifton Presbyterian Church (CPC) has a healthy balance sheet as well. The church currently has unrestricted cash assets of \$138,476. The only long-term liability is a mortgage which is currently \$589,605. When the new building was constructed in 2006, the initial mortgage was \$2,050,00. Through the financial efforts of the congregation, this has been reduced by 71% in 13 years.

II-I THE CLIFTON COMMUNITY AND SURROUNDING AREA

Clifton, Virginia, is an incorporated town located in southwestern Fairfax County with a current estimated population of 295. Incorporated in 1902, Clifton is one of only three towns in the county, the other two being the much more populous Vienna and Herndon. In land area, the town is only .25 square miles in size. However, the U.S. Postal Service 20124 Clifton zip code (which includes the town) considers the population to be 14,857 living in 21.27 square miles.

Fairfax County, part of Northern Virginia, borders both the City of Alexandria and Arlington County and forms part of the suburban ring of Washington, DC. Fairfax County's current estimated population is 1,146,883 living in 406 square miles.

Clifton's history begins pre-colonially, when the area was used as hunting grounds by the local Dogue Native American tribe. A railroad siding was constructed here during the Civil War, and the area become known as Devereux Station. Development of a village at the siding began in 1868 when a railroad depot, named "Clifton Station," was constructed. During the 1900s, the town was nearly the same size as it is now.

Unlike most areas in Northern Virginia, the land around Clifton is far less built up than nearby areas, especially to its east and southwest. This was out of worry that overdevelopment near Bull Run and the Occoquan River would be environmentally damaging to the Occoquan Reservoir. Consequently, as development edged near the area in the late 1970s and early 1980s, an ordinance was enacted stating that only one building could be placed on 5-acre parcels that had not already been divided.

CLIFTON DAY CROWDS



Today, the southern and eastern portions of the area are heavily forested, with single-family homes, while the northern portion has become equestrian areas.

USPS current data records 5,052 housing units within the encompassing Clifton 20124 Zip Code. In addition to Clifton Presbyterian Church there are two Baptist, two Roman Catholic, two non-denominational and one Lutheran church serving the spiritual needs in this zip code.

An October 2019 ExecutiveInsite Report prepared for Presbyterian Church (USA) studied an area within a 5-mile radius of Clifton Presbyterian Church (12748 Richards Lane) and tells the demographic story within this area. It notes that the current estimated population is 146,305 in 49,135 households of 37,879 families all projected to grow in 2024 to 170,298 in 57,084 households of 44,280 families. Average current population age is 38.47 years and rises to 39.94 in 2024.

Current population percentage ethnicity is 53 percent White, 18 percent Hispanic/Latino, 17 percent Asian, 7 percent Black/African American and 4 percent Other. The projected population percentage ethnicity in 2024 for both Asian and Black/African American is predicted to stay about the same while White is projected to decline by -1.0 percent. Hispanic/Latino percentage is predicted to gain by 1 percent. The current population of school-age children is 24,642 and grows to an estimated 27,211 by 2024.

Current year average household income is \$136,474 and is projected to grow 4.7 percent to \$142,869 in 2024. The estimated per capita income is \$45,837 growing by 4.7 percent to \$47,887 in 2024.

Finally, educational levels in the study area are: High School or GED 17.5 percent; Associate Degree 6.1 percent; Bachelor's Degree; 28.6 percent and Graduate/Professional Degree; 22.2 percent. The 2024 projections for educational levels are about the same percentages.

Appendix A

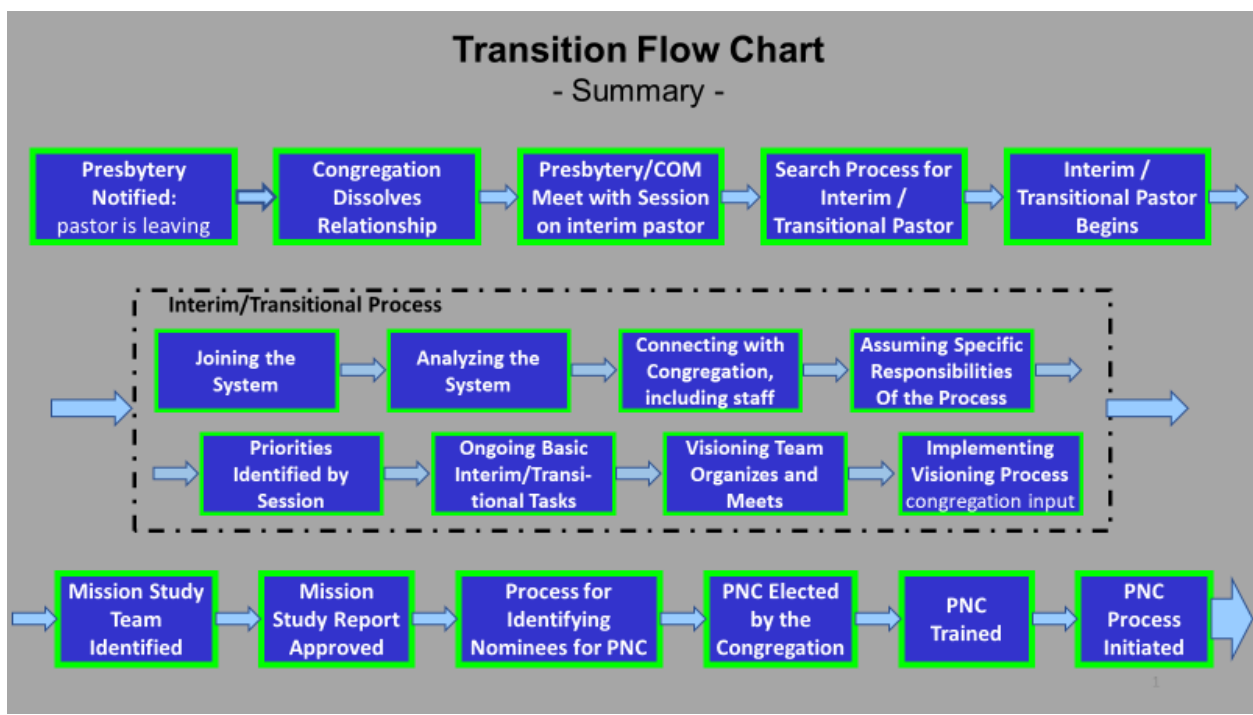
Timetable of Events

- January 2018 Pastor Lynn Stanton Hoyle announced retirement
- May 27, 2018 Pastor Lynn Stanton-Hoyle's last Sunday
- June 2018 Session met with Committee on Ministry to understand and plan next steps
- June 2018 Transitional Pastor search committee chartered
- December 2, 2018 Transitional Pastor announced / introduced to congregation
- January 6, 2019 Transitional Pastor Jeri Fields commissioned
- February 17, 2019 Budget approved for 2019
- February 2019 Associate Pastor for Youth announced she and her husband would be moving to North Carolina
- February – April Session and Pastor discern focus areas for transition
- Mar 31, 2019 Last Sunday attended by Associate Pastor for Youth
- April 2019 Priorities for transition established by Session
- May 2019 Visioning Committee chartered to begin collecting information for Mission Study Report and MIF
- June – September Visioning meetings held with the congregation
- October 2019 Mission Study Report Team chartered
- November 2019 Committee on Ministry authorizes CPC to elect Pastor Nominating Committee
- December, 2019 Mission Study Report complete / approved by Session December, 22, 2019
- Anticipated no later than February, 2020 Pastor Nominating Committee to be elected by Congregation
- Anticipated to begin no later than February 2020 PNC begins work on calling an installed pastor

Appendix B

Plan for Visioning Efforts

In the early stages of the Transition, a chart presentation of the process elements was developed. It was presented to the congregation by the Visioning team in April 2019. The summary flow chart of the transition process, as shown to the congregation, is below.



Appendix C

Responses from the Congregational Visioning Meetings

1st Visioning Meeting with congregation -- 6/23/2019

The meeting focused on communications

Key consensus points-

Almost everyone felt that communication should be personal, caring, accurate, transparent and two-way.

People wanted communication to be as thorough and transparent as possible, recognizing that there may be some information that has to be kept confidential.

Many ways to communicate were discussed. These include the following:

- Weekly broadcast email
- Dedicated email for actions
- Emails from the chair of the Pastor Nominating Committee
- Sharing from the pulpit
- Website
- Facebook
- Bulletin board
- Word of mouth
- Our street sign
- Texting
- Suggestion box
- Create a platform like “Ask Us” for asking questions
- Sunday announcements about transition progress
- Use of the greeting card
- Display of our mission work
- Use Clifton newsletter to advertise our events

However, one of the key ways of communication must be direct – people to people. In addition, everyone expressed the view that multiple forms are very important because not everyone communicates in the same way.

Another very important aspect of communication for everyone is having a way to ask questions and have those questions promptly answered.

Additional thoughts and comments-

Beyond the items above that were heard across the board, the following ideas were mentioned:

Information:

- Information should be relative to issue at hand and important
- We want to know that the progress is moving from stage to stage
- Remember people hear things in different ways
- Perhaps a cell phone directory would be helpful
- Remain in communication with people not at church
- Get to know each other by featuring a member each week in the bulletin
- Deacons and others need to reach out more
- Prayer list should include more information about need
- PNC activities should be reported 1x a month
- Have each committee update periodically to the congregation

Transition Process:

- Don't try to reinvent the wheel – draw on previous surveys
- Articulate the steps for establishing the PNC
- CPC should be vibrant during the process
- Have round tables regularly
- Different people remembered the search for Pastor Lynn differently.
Some thought that it took 18 months; other thought 2 years. All felt that it was important that our new search be as fast as possible.

Other:

- Think about a summer picnic
- Have a sign in book in order to reach out to new members
- Events to attract millennials and families with kids
- Talk to Clifton Betterment Association to raise awareness about CPC events
- Create a newsletter applicable to visitors
- Explore new ways to advertise and publicize events
- Invite community to help with some of our mission efforts
- Encourage youth to invite friends to a social type event
- Hold work days to build community spirit
- Improve our signage

Telephone messages should be answered directly from someone knowledgeable on the subject.

2nd Visioning Meeting with congregation -- 7/21/2019

The meeting focused on purpose and identity

What is the purpose of the church of Jesus Christ?

- We believe that the purpose of the church is “to reach out”
 - to reach out to others with a Christian spirit; to reach out with a sense of community and fellowship; to reach out to children and youth; to reach out to those in need.

How Is CPC living into God’s purpose for the Church of Jesus Christ?

- We believe that CPC is living into God’s purpose principally through three key areas – worship, mission efforts and fellowship & outreach.

What is the identity of the church?

- **To the church family** - Within our church family, we see ourselves as a small church that is friendly and caring, and acts as an extended family.
- **To the local community** - Within the local community, we sense that our identity tends to be one similar to a civic organization. We are respected; we are a community resource for civic gatherings such as voting, scouting and other gatherings; and we are sought after when needed.
- **To areas beyond the community** - Beyond the local community, our identity is known in niches. WFCM and several other Northern Virginia organizations likely see us as a Christian organization with a sense of mission. This is also likely true in selected international areas in Kenya and Haiti.

The discussion of identity often continued beyond these questions and began to address our desired attributes of identity. Some of those attributes were,

- a place where children can learn
- a place where mission is hands-on
- a place where seeds are planted

- a place for people in the community
- a place where youth and adults can be involved

These identity discussions would continue at our next visioning time.

3rd Visioning Meeting with congregation -- 8/18/2019

The meeting focused on values

Describe times in CPC's recent ministry (last 3 years) that you recognize as one of success and fulfillment? Why did you feel a sense of success & fulfillment?

All agreed that the most recent confirmation class was a big success. In addition, our mission projects were also at the top of the list as a success as well as our community outreach (Lion's club breakfast, Voting, Halloween, Clifton Day, etc...) The success of these events indicates that CPC is alive and well.

What do you value the most about CPC? What would you change to enhance this value?

What is valued most is the people, the family environment, our closeness to one another. Most all agreed that an effort needs to be made to establish a Sunday school for all ages in addition to creating a stronger community connection.

As you look to the future (next 3 years) what hopes, and dreams do you have for our church and its ministry?

It was no surprise that youth involvement is at the top of the list (Sunday school and other youth programs). Many think we need to think of events to attract millennials and families with children. Mission was also mentioned – many would like to see weekend local mission projects.

4th Visioning Meeting with congregation -- 9/22/2019

The meeting focused on missions of the church

Mission: Mission is helping others and often in so doing it is helping us grow spiritually. Think about times when mission affected you the most spiritually. What was happening? How did it make you feel? Imagine how our mission efforts might better lead us in a heightened spiritual feeling of God's work through us.

Both groups agreed that actually doing mission vs. just writing a check (though very important) has the benefit of making the doer feel good about themselves. It is a great sense of accomplishment when you can see the efforts of your work. When we do "mission" we are representing God to the world.

Worship: We come to worship to share in the joy of God together. When you are in worship, what makes you experience God's presence the most? What part of worship has the least spiritual impact on you? Consider a time in church when you experienced a deep spiritual sensation – how would worship change to have this spiritual experience more often?

When you feel God's presence: Some felt it was very important to observe quiet reverence and that it should be maintained throughout the service. They also found it helpful when background about the scripture was read. This puts the scriptures in the context to our lives today. Others felt God's presence through the sermon – one that inspires and stays with you. One felt God's presence when she saw the sun shining through our Rose window.

Least spiritual impact on you: A service that does not have rhythm or lacks flow. This makes the service feel disjointed. A couple people mentioned they disliked discouraging sermons. Would like to work on sending the feeling of unity to the congregation – we are not alone but working together. Sometimes people say and ask for prayers, but it is not included in the final prayer. It needs to be consistent.

Children and Youth Ministry: One aspect of the church we all greatly appreciate is the children and the youth. From past experience, imagine a time when you saw spiritual growth in a young person in our congregation. Describe the occasion. How might we stimulate more spiritual growth and understanding in our children?

Many felt this is one area we fall short. Both groups felt strongly about the need for a youth Sunday school program. Both groups felt it was wonderful to include the youth in worship. A few would like the church to examine the decline in youth membership. One group felt it was important to hire a young pastor who brings new ideas, excitement and attracts the young.

Appendix D

Time, Talent, and Treasure . . . the voices of CPC

Our family has benefited in countless ways from CPC's long history of being a spiritual leader in the community and bringing God's message into the world. The congregation provided us amazing love and support when we went through some difficult times and provided us so much friendship and joy throughout our nearly 30-year membership. We support CPC because we want this very special church to continue these important traditions. **Bruce & Donna Henry**

The life and future of CPC are very important to us! We wish to give back for all that the church and its community has provided us- friendship and fellowship, spiritual development, a home to raise our sons in love and faith- in the hope that CPC will continue to offer those same blessings to others. **Chad & Nikki Lehman**

We support Clifton Presbyterian Church because we believe the Church is a vital force in the moral and spiritual life of our community. Today, as the larger society increasingly turns away from religion, we believe it is even more important to sustain and preserve the Church for the time when our Nation inevitably rediscovers its Christian heritage. My parents, George and Frances, were instrumental in keeping CPC viable through difficult times in the '70s and '80s; we feel privileged to be able to continue their legacy. **Stewart & Peggy Cranston**

As members of Clifton Presbyterian Church for over 30 years, the commitment we make through our pledge goes beyond the historic stone walls of Clifton Presbyterian Church. We know that our pledge supports not only our physical building and ministry, but just as importantly, the much-needed mission and outreach programs. When we reflect on our pledge, we have no doubt that it is used with service and compassion for all. **Bill & Brenda Ference**

My faith has been nurtured by the love, learning and opportunities to give back to others that I have experienced at CPC. God has blessed me with this community of believers. None of us are perfect but we strive to be better together. For my church family, I give thanks. **Pat Swanson**

We give to support the continuing ministry of Jesus Christ which assists mission outreach, the staff and the physical property. **Rich & Lynne Coyle**

CPC is a place that welcomes a wide variety of God's children from differing ages and backgrounds gathering together primarily for worship and Christian learning, in an environment of acceptance. Members enjoy their time together, share their lives, and help one another while growing spiritually. They leave to share that experience with the community around us. Why do I pledge to CPC? To continue CPC's mission. **Kim Creech**

We have pledged to CPC with our tithes and offerings because of the level of care this church offers both locally and overseas to people in need. What better way to demonstrate Christ's love than by meeting the basic needs of food, water, clothing and housing as we share the message of God's grace toward all people everywhere. **Bud and Tricia Hedrick**

I support CPC financially because it's the right thing to do. By contributing, I know that I'm part of the larger Christian community working down through the ages to make a positive impact in the world. And, with God's help, it will continue to attract people to our faith in the future. **Phil Squair**

Since I became a member of Clifton Presbyterian, I have come to realize that it takes a lot of funds to run a church; and how important the pledges are to knowing what programs can continue for the coming year. **Marie Chaillet**

Why I pledge to CPC? This is my commitment to my church family. I firmly believe in what we are doing both internally and externally. We do great good for our congregation, local community, and the world. I want to see that continue.

Bill Watts

Why do I give? I want to support and sustain everything we have at CPC, whether it's the personnel, office supplies, electric, piano tuning, or the brick and mortar that is our beautiful, historic building. Without all those things, CPC wouldn't be the same. I also realize I'm not able to give as much as I would like, given my own financial limitations. So, I make sure I step up when the need calls and when I am well-suited to the task. That said, I always enjoy those opportunities too and feel like between my time, talent, and treasure I am contributing in a meaningful way to CPC. **Ashley Bybee**

Thankfulness is a major reason. For the Church and its message of love and redemption, my life which has been blessed in so many ways, and along more practical lines, the fact that I have all I need and most all I want so it's not really a hardship, and most importantly because God tells us to. In addition, giving to the Church and its work makes me feel good. I believe that we need God today as much or more than we ever have in my lifetime. CPC and its members are a blessing not just to the local congregation but through its mission work, to the whole world. **Nancy Scott**

We pledge each year because we understand that it takes monetary support not only for the church to spread God's word and to nourish our souls, but also to take care of the necessary but less exciting requirement of paying the bills! We are so blessed to be able to worship in a beautiful church that is lovingly maintained so that future generations will also be able to gather there. **Charlene Baldwin & Tom Costello**

We've both been elders and know first-hand how difficult it is for church Leadership to best budget for CPC's programs and expenses without knowing the planned (pledged) giving. Pledging helps minimize "guessing" what CPC income will be from plate giving, and other sources of income like weddings and other building use. **Steve & Maureen Landry**

It is important for me as a Christian to tithe as it fulfills the Biblical mandate and provides me with a good financial self-discipline and reinforces a goal to be always grateful for my undeserved plenty. I find it easy, now established. I don't give the entire ten percent to CPC, just the majority. There are many worthy causes that deserve supporting. The money I give to CPC is carefully spent and I can see the results. That is part of the pleasure of being part of a small church. **Pete Daniels**

The impact that Clifton Presbyterian has on my family, our local Clifton Community, the Northern Virginia community and our wider global community is significant. From providing religious education to intergenerational and global volunteer opportunities, investment in Clifton Presbyterian has exponential benefits for me and my family. **Katy Morello**

The church is a symbol of God's presence. Church is part of home, community, and country. We of the church are privileged--Mission Outreach is important. We share a commitment to the education and welfare of the next generation in early childhood education, Boy and Girl Scouts, and a place for AA to meet. Our giving is in thanksgiving. **Mark & Diane Reimers**

We give to the church because we feel it's the right thing to do, not to mention we get so much from the church!! The church in turn tries to do so much for its members, the community, and other communities in need (mission trips, etc...) I can't say enough how the church has supported me and my family through the years!! From our kids attending Sunday school, mission trips and youth activities, to our wedding and the counseling prior to, to my mom's memorial service, etc.... CPC provides so much for its members, so giving is the way to keep the church going. My only wish is that we can give more. **C.C. & Rob Bartholomew**

Clifton has nurtured our children through Sunday School, Preschool, Youth Groups and Mission trips, and helped mold and mentor them into sensitive, caring adults who value and respond to those in need. Their lives are a direct reflection of what they saw, learned and experienced here. Clifton has provided our family with fellow pilgrims who have shown up at times we needed help most, offering hope, solace, love and a shoulder. We have found the bone deep joy, not to be confused with happiness, of giving to the church, to building up not our personal kingdom, but contributing to God's kingdom, the church sits here on this little knoll, with the lights on, the doors open and the ministries within and without in busy commerce helping fill and satisfy the spiritual and physical needs of those who share in the mission reach. It's a joy to be a member - faith, hope and love the three spiritual virtues Paul teaches and Clifton does it well, reminding us in all things God is still in control and God is faithful in God's promises. **Francine & Bruno Maestri**

CPC is our spiritual home and family. CPC, just like each of our families, must plan, budget, and allocate funds to maintain our physical "home" and finance the many ways we all desire to improve worship, mission, outreach, etc. Without a solid pledge foundation our spiritual family, CPC, must plan all expenditures by guessing what donations might be for the coming year. Just imagine if this was the way you had to budget and spend to care for your family...By pledging, we are providing Session with a reasonable prediction of finances available to plan and carry out the programs so important to all of us. **Dave & Sandra Allard**