



**Bradley  
Hills**

**PRESBYTERIAN CHURCH**

EMBRACING JOURNEYS. ENGAGING FAITH.

# **The Strategic Visioning Task Force Report**

**May 2023**

**Prepared for  
The Congregation of Bradley Hills Presbyterian Church**

**Prepared by  
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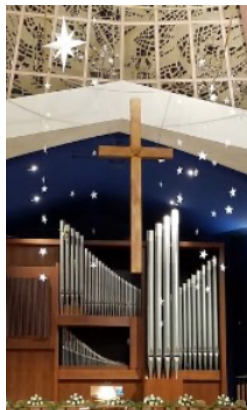
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## Introduction



Bradley Hills Presbyterian Church (BHPC) was established in February 1955 by “combining forces and assets” of the Washington Heights Presbyterian Church, which was founded in 1901 to serve its surrounding community in the District of Columbia (DC), and a new church being formed in Bethesda.<sup>1</sup> Since its foundation, Bradley Hills has stood as a house of worship and a beacon for the spiritual life of the congregation for generations, serving the local, national, and international communities through inspirational worship, compassionate outreach programs, and social justice ministries. Bradley Hills’ tradition of serving others in need can be traced back to this very beginning. Education was also a founding value of the church. In addition to building what was to become an enormously successful Sunday School and education program, Bradley Hills Presbyterian Church Nursery School (BHCNS) was founded in 1957 and has grown to become a preschool of excellence, providing over 175 enrolled students with “a play-based early childhood education program, where children are nurtured in a community of inclusion and respect, reflecting core values inspired by faith traditions.”<sup>2</sup> Another remarkable gift God has given to Bradley Hills is a covenantal relationship formally established in 1991 with the Bethesda Jewish Congregation (BJC), which had evolved from the BJC’s rental agreement for space in the BHPC building dating back to 1967.<sup>3</sup> Bradley Hills has since strengthened the interfaith relationships by reaching out to Muslim faith communities, organizing an annual interfaith worship service for followers of three Abrahamic faiths and working to bring a Muslim community to worship on site starting in 2019.<sup>4</sup> Now all three Abrahamic faiths worship under one roof each week and BHPC has become nationally known for its interfaith leadership.

In the early spring of 2020, because of the COVID-19 pandemic, Bradley Hills restricted in-person gatherings, including worship services. Bradley Hills had already enhanced Internet connectivity and had installed audio/visual live streaming equipment in 2012 as an outreach and care ministry. Because of this virtual platform, the ministry teams led by Senior Pastor Rev. Dr. David Gray and the congregation were able to continue Sunday worship services, Christian education classes, Lay Ministry meetings, and other church programs through the pandemic.

In late 2021, the Session called for a Strategic Visioning Task Force (SVTF) to be formed, for it had been 5 years since the last SVTF Report was received. The Nominating Committee proposed a slate of eight intergenerational members with diverse backgrounds to serve on the SVTF. Senior Pastor Rev. Dr. Gray and Associate Pastor Rev. Denise Diaab agreed to serve on the SVTF in ex officio capacities. The Session unanimously and enthusiastically approved the roster on February 26, 2022, and chartered the newly established SVTF to:

*Discern God’s vision for our life and ministry as a congregation in Christ and to develop, in conversation with the congregation and the Holy Spirit and by early 2023, a specific set of goals and recommended next steps for Bradley Hills PC to take over the next 5 years, to live out its mission and its vision in being the church Christ is calling us to be.*

<sup>1</sup> A History of Bradley Hills Presbyterian Church 1955 ~ 2005, BHPC 50<sup>th</sup> Anniversary Brochure.

<sup>2</sup> Elder Rosanna Morrison, personal communication, January 6, 2023. Also see BHCNS website: <https://www.bhpcns.org/home-page2222.html>.

<sup>3</sup> A History of Bradley Hills Presbyterian Church, *supra* note 1.

<sup>4</sup> Maqaame Ibrahim Islamic Center (MIIC): <https://www.miichouseofibrahim.org>.

## *Who We Are as a Church*

The SVTF officially kicked off its work on March 7, 2022, and prayerfully walked the journey of discernment of God’s vision for the last 12 months. We first set out with a “Listening to the BHPC Family Campaign”<sup>5</sup> to learn more about the current BHPC community through various means, including the Congregation Assessment Tool (CAT), interviews with Lay Ministry (LM) teams, and conversations with focus groups. The congregational survey results showed that 69% of the respondents were “clearly satisfied” with how things were in our church (also 69% in the previous survey in 2016) as compared to a typical church, where only half of the members are clearly satisfied with the church.<sup>6</sup> The levels of satisfaction and energy have been found to be reliable indicators of the health of a church. The survey data characterized BHPC as a “high energy-high satisfaction” church, as was also reported in the previous survey from 2016. However, the levels of energy and satisfaction significantly improved in 2022 as compared to 2016, suggesting the church’s progress over the last several years. The congregation’s satisfaction is primarily driven by exceptional worship services, music programs, and high-quality education programs, owing to outstanding and highly engaged Pastors and church staff, church leadership who are representative of the membership, and a caring church community.

At the same time, the congregation pointed out certain areas, where improvements could be made. For example, although the majority of the congregation clearly agrees that BHPC generally meets the spiritual needs of everyone in each household, some members explicitly asked for more emphasis on the spiritual needs of young adults and young families. They also welcome and are interested in diversity and more involvement of youth and young adults. Prior to the COVID pandemic, the church began investing in faster Internet connectivity, information technology (IT), and audio/visual (AV) technology (albeit relatively limited), which greatly facilitated a smooth transition to a hybrid platform (in-person and online) for worship services and other church activities early in the pandemic. The congregation highly appreciates the IT/AV technologies and supports further improvement if deemed necessary.

We also learned that the congregation is yearning for more in-person connectional opportunities in the church and outreach efforts for newer members of the congregation. Seeking more connectional opportunities was also raised by the previous SVTF,<sup>7</sup> indicating this was not a new concern solely caused by the pandemic, but rather a long-standing longing for stronger connections among BHPC members. Several additional concerns were also conveyed to the SVTF. Compared to the number of Lay Ministry teams, members are concerned there are not enough volunteers to fill the volunteer slots. Some members also observed that lay ministry activities are in silo and that more inter-Lay Ministry coordination is desirable.

In summary, we learned that Bradley Hills continues to be the community of deeply faithful followers of Christ with diverse perspectives and backgrounds, who are united in the desire to serve God and help those who are marginalized. Members are highly talented professionals with strong interest in serving others and in social justice. The younger generation of church members want to get involved in more hands-on services and initiatives. In contrast to the continuing downward trend in the active membership in the PC(USA),<sup>8</sup> where our denomination nationally has lost more than 50% of its members in the past

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<sup>5</sup> Sunday Worship Bulletin from April 10, 2022.

<sup>6</sup> Moving Past the Same Old Plan – How Organizational Intelligence Can Help, by Emily Swanson, President of HCC, July 16, 2018, <https://holycowconsulting.com/2018/07/16/moving-past-the-same-old-plan-how-oi-can-help/>.

<sup>7</sup> Bradley Hills Presbyterian Church, Report of the Visioning Task Force, September 2006.

<sup>8</sup> PC(USA) statistics report 2021. Also see: <https://www.pcusa.org/news/2022/4/25/pcusa-2021-statistics-continue-show-declining-memb/>.

twenty years, the BHPC membership has remained relatively stable. We continued to welcome new members even during the pandemic,<sup>9</sup> including young families. Despite the physical separation of the congregation during the pandemic, God has blessed and protected the Bradley Hills church community that has exhibited remarkable agility, resilience, and adaptability rooted in deep faith. While our life experiences from the last few years may have revealed strains and concerns in the church, which might not have been as clearly visible had it not been for the pandemic, the SVTF believes God has given us a strong foundation to overcome challenges, uphold the mission of the church, and keep building a new future to serve God and spread the Good News of the Gospel.

*The BHPC survey respondents selected the following **top four goals** to expand or improve our ministries:*

- Develop and implement a comprehensive strategy to **reach new people** and incorporate them into the life of the church.
- Create more **opportunities for people to form meaningful relationships** (for example, small groups, nurtured friendships, shared meals, etc).
- Make necessary changes to **attract families with children and youth** to our church.
- Strengthen the process by which **members are called and equipped for ministry and leadership**.

## *Discernment of Bradley Hills' Future*

After gathering information from the congregation, the SVTF turned to Bradley Hills' guiding compass:<sup>10</sup> its Mission, Vision, and Value Statements. The SVTF affirmed that the current Mission and Vision Statements continue to be consistent with who we are as a church. We then discussed the current BHPC congregation's core values, which had steadily evolved over the last two decades with additional emphasis on social justice and interfaith covenantal relationship. Upon deliberation and reflection, the SVTF decided to recommend updating the Value Statement as below. The Session is expected to consider and formally make a decision on the updated Value Statement as recommended by the SVTF by July 2023.

### Mission Statement

Bradley Hills Presbyterian Church's mission is to reflect God's gracious love by following Christ's example to welcome, nurture, heal and serve.

### Vision Statement

We envision a vibrant caring community that draws and energizes people to grow in faith, serving together to make every breath count.

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<sup>9</sup> The number of new members who joined BHPC in 2020, 2021, and 2022 were 34, 16, and 27, respectively.

<sup>10</sup> Advanced Strategic Planning: A 21<sup>st</sup>-Century Model for Church and Ministry Leaders by Aubrey Malphurs

## Value Statement

As followers of Jesus Christ, led by the Holy Spirit, we share these core values:

**Grace:** We rejoice and live in gratitude for God's grace, which is given to us freely. By grace, we are united to God and to each other as followers of Jesus Christ.

**Community:** We seek to be an inclusive, accepting, and loving Christian family, welcoming others and embracing diversity. Our unique interfaith partnerships and ecumenical programs enrich and enlarge our spiritual community of friends.

**Compassion:** We identify and respond to the pain and needs of others in concrete and visible ways, walking alongside them, engaging in radical hospitality, and serving with love.

**Joy:** Together we celebrate and praise the Lord with joyful worship.

**Justice:** We engage and advocate to uphold God's justice. We seek to partner with the oppressed, marginalized, and voiceless in accordance with our Christian beliefs.

**Spiritual Growth:** We provide a foundation in faith and discipleship, nurturing spiritual growth and development of all ages and stages of the faith journey. Our emphasis on the spiritual formation and Christian education of children and youth builds the next generation of disciples.

**Stewardship:** With gratitude for God's abundant blessings, we generously share our time, diverse talents, and financial resources to be good stewards by caring for God's people and creation.

## ***BHPC Strategic Goals and Objectives for the Next Five Years***

The SVTF proceeded to discern key strategic goals and specific objectives based on the Mission, Vision, and Value Statements as well as the feedback received from the BHPC community. The congregation remains spiritually vibrant, is highly appreciative and supportive of our current staff, elected leaders, and governance, and values exceptional worship services, music and education programs, and the caring community.

For the last seven decades, Bradley Hills has stood as a house of worship and a beacon for the spiritual life for all who gather as faithful followers of Christ. BHPC has served the local, national, and international communities through inspirational worship, compassionate outreach programs, and social justice ministries, educational offerings for all ages, and interfaith programs. God has blessed Bradley Hills and its people with a strong and unshakable foundation thanks to deeply spiritual ministry leadership and generations of current and former Lay Ministry volunteers who tirelessly served to do God's work.

As we look to the future, the SVTF believes Bradley Hills is called to continue the work of Jesus Christ by solidifying and growing our foundation and building on our strengths. We recommend envisioning how to strengthen relationships and further foster spiritual growth in the congregation, supporting our staff and infrastructure, and continuing to offer strong music programs as well as diverse education programs and impactful mission programs, both of which will nurture and raise the next generation of disciples. We seek ways to diversify ministries in order to engage newer and younger members. We must also continue to serve communities and care for God's creation. The following five goals with specific objectives recommended by the SVTF are not five singular stand-alone goals nor are they listed in order of priority. They should be viewed holistically as they are intimately interconnected. Any specific programs or activities, if mentioned, are cited as an example to provide contextual clarity. The SVTF has focused on providing high-level strategic visions for the church's future and what it may take to get there.

**GOAL 1****CONNECT: STRENGTHEN CONNECTIONAL RELATIONSHIPS WITHIN THE CONGREGATION AND SURROUNDING COMMUNITIES.**

*“Where two or three are gathered in my name, I am there also with them.” - Matthew 18:20*

**OBJECTIVE 1.1: Rekindle and strengthen congregational relationships.**

1) Create more connectional opportunities (in-person and virtual)

- Organize more fun and engaging activities for adults and children and small group gatherings, such as in-home potlucks and outdoor activities, to connect members in a social setting and form meaningful relationships. Other connectional activities can be set both around big events and holidays, but also on a regular basis. Emphasize inclusive connectional opportunities and activities for all, including those with barriers to attending church services and events due to health and disability issues or lack of access to technology.
- Consider activities through and around worship to create a sense of community, including for those online. Through a variety of activities in line with the BHPC Mission and Vision, build a community that is comfortable reaching out to each other for support and activity.

One of the top priorities for the BHPC survey respondents is to create more opportunities for people to form meaningful relationships (for example, small groups, nurtured friendships, shared meals, etc).

2) Enhance relationships with BHPC Nursery School and the surrounding community

- Organize coordinated social events and intergenerational programs to enhance relationships with BHPC Nursery School and the local community. Create opportunities to connect families of young children and help develop relationships among the parents of young children. One example of community-based activities is “Trunk or Treat,” in which children from the surrounding community and BHPC Nursery School and many BHPC members can participate.

3) Enhance administrative tools to facilitate/improve connectional activities

- Invest in technology and infrastructure to help develop hybrid programs to support digital ministries and connectional virtual activities.<sup>11</sup>

**OBJECTIVE 1.2: Reach more new members and create connectional opportunities for them to be nurtured and integrated into the congregation and church ministry groups.**

1) Bring new members to the congregation

- Invest time, energy, and financial resources in outreach activities to reach even more new people and to encourage them to visit BHPC, and then create ways to introduce and involve them into the life of the church more easily.

Another top priority for the BHPC survey respondents is to develop and implement a comprehensive strategy to reach new people and incorporate them into the life of the church.

2) Create more opportunities for new members to be integrated into the congregation

<sup>11</sup> Objectives 1.1 and 2.2 are interrelated. Investing in digital technologies helps not only church administration and connectional activities, but also improves worship experiences and enhance accessibility.

- Develop and adopt an on-boarding process (formal or informal) for new members through informal gatherings and/or a buddy system connecting them with church members with similar interests to increase their sense of belonging, especially for those who have joined the church in recent years. Help and encourage them to transition from being visitors to becoming new members, involved members/volunteers and then to lay leaders in BHPC over time.

**OBJECTIVE 1.3: Ensure that the church staff and lay ministry teams are empowered to spiritually lead and engage the congregation to do God’s work**

1) Consider investing in staff for operations and digital support

- To help achieve the critical goals and objectives in the SVTF Report, e.g., more Christian education and spiritual growth opportunities for the congregation, allow more time for pastoral focus on spiritual nurture. SVTF recommends that the Session and Personnel LM (PLM) to review non-pastoral administrative work currently undertaken by Pastors and assess whether and how the administrative work can be managed by other office staff, LM members, and volunteers. If significant gaps in needs are identified, explore the feasibility of investing in staffing. Specifics are to be determined by the Session and PLM but may encompass typical roles and responsibilities of an Executive Pastor (or Operations Director/Business Affairs Manager), who will help coordinate the operations of our very busy campus and congregational activities as appropriate. In addition, continue monitoring the newly hired office staff’s workload and if warranted, consider filling the previously planned but unrealized position of a digital ministry coordinator, who will help expanding our marketing, livestream worship experience and national digital presence on Sundays, and to assist the congregation with tech-based hybrid activities.

The CAT survey showed that the congregation’s satisfaction is driven by the outstanding Pastors and church staff, who lead exceptional worship services, music programs and high-quality education programs.

2) Review and re-organize Lay Ministry structures as warranted

- Review the number of Lay Ministries (LM), team structures, terms and ways of serving to make it easier for LM teams to lead and engage the congregation in God’s work. If warranted, consolidate and/or update mission of LMs. Increase the awareness of the congregation on the purpose and activities of each LM, answer questions, and encourage participation in LM works and serving on Lay Ministries, the Board of Deacons, and Session. Review the ways in which each of those groups engages with our Strategic Plans and BHPC Mission/Vision/Value Statements on a regular basis. Develop ways for new members to more easily join or make an impact on a LM.<sup>12</sup>

One of the BHPC survey respondents’ top priorities is to strengthen the process by which members are called and equipped for ministry and leadership.

## GOAL 2

**CELEBRATE: CELEBRATE IN GRATITUDE FOR GOD’S GRACE AND LOVE. GLORIFY GOD THROUGH JOYFUL WORSHIP ON SUNDAYS WHERE ALL ARE WELCOME.**

*“Shout for joy to the Lord, all the earth. Worship the Lord with gladness.” - Psalm 100:1-2*

<sup>12</sup> Objectives 1.3.2 and 4.1 are interrelated. Streamlining/restructuring LM teams and developing and implementing ways for the current and new members to easily join LM will help empower LM to do more God’s work.

**OBJECTIVE 2.1: Worship God with joy and celebrate diversity in music and arts**

1) Meet the needs of a diverse congregation by providing more worship opportunities with differing styles

- Emphasize inclusive worship and celebrating our diversity in our worship styles by leveraging both casual and traditional worship styles, different worship spaces (e.g., inside vs. outside).
- Continue to use our outdoor spaces, movement, labyrinth, etc., for creative worship services. Utilize visual arts in worship spaces.

While 93% of the BHPC survey respondents agreed that “the worship services at our church are exceptional in both quality and spiritual content”, 76% also agreed that we “adapt our worship to the needs and circumstances of the people we want to reach in our local community”, indicating the flexibility of BHPC.

2) Develop more worship opportunities that attract young families

- Invest in worship opportunities for children and youth. Include children and youth in music and liturgy. Add to and diversify the styles of music. Develop a vibrant youth choir that is inclusive and fun to bring in new families. Engage youth musical gifts in worship.

**OBJECTIVE 2.2: Improve quality of digital Worship experience, and enhance accessibility**

- Update the website and invest in an expanded digital presence nationally for those worshipping online and enhance ways for those virtual members to have real community online.
- Invest in ways to improve accessibility (physically and virtually) to worship services, church programs, and activities for all persons with and without disabilities.
- Technology will also allow us to connect members in meaningful ways to be a part of the worship and church experience from wherever they are and to create digital community.<sup>13</sup> Build a joyful community of worshipers connected through on-site and online worship experience enabled by strengthened digital ministries; and adapt our digital ministries to build an on-line worship experience which builds a broad following for BHPC outside the walls of the 6601 Bradley Hills Boulevard church building.

**GOAL 3****NURTURE: PROVIDE MORE CHRISTIAN EDUCATION PROGRAMS AND SPIRITUAL GROWTH OPPORTUNITIES WITH A FOCUS ON JOY AND ENGAGEMENT.**

*“May the word of Christ dwell richly in you as you teach one another.” - Colossians 3:16*

**OBJECTIVE 3.1: Provide Christian education opportunities for all generations, including families with young children**

1) Develop and offer intergenerational and interfaith programs<sup>14</sup>

<sup>13</sup> Objectives 1.1 and 2.2 are interrelated, *supra* note 14.

<sup>14</sup> Objectives 3.1, 3.2, and 4.1 are interrelated. Nurturing through intergenerational and interfaith programs will provide more opportunities for hands-on service and mission ministry experiences and will help make the next generation of disciples.



- Offer interfaith programs for all generations including young families with small children that build on and interlink programs for adults, youth, and children.
- Offer more opportunities to learn about other Abrahamic faiths with our unique partnership opportunities.

One of the top priorities for the BHPC survey respondents younger than 35 years of age is to provide more opportunities for Christian education and spiritual formation at every age and stage of life. Many also expressed interest in Bible study classes.

## 2) Programs for youth (middle school and older) and children (elementary school and younger)

- Continue to develop and focus on a series of milestones that establishes what our young disciples should learn from preschool on in preparation for Confirmation and beyond, and let the parents and visitors know that BHPC is a place to learn the traditions and stories of our faith in an organized way.
- Enhance Christian education and music programs for children, through which we tell the story of Christ's love and help connect children to church.

### **OBJECTIVE 3.2: Provide the congregation with more opportunities for spiritual growth**

- Offer more opportunities for spiritual growth, Bible studies, spiritual practices, and faithful reflection (prayer, meditation, small groups).
- Enhance in-person as well as on-line educational activities. Emphasize spiritual classes for families.
- Invest in nurturing and making the next generation of disciples to learn how we tell a compelling story of our faith through youth trips and hands-on mission/service activities.<sup>15</sup>

## **GOAL 4**

### **SERVE: GIVE GLORY TO GOD THROUGH CHRISTIAN MINISTRY AND INTERFAITH PROGRAMS.**

*“You are the salt of the earth... You are the light of the world... let your light shine before others, so that they may see your good works and give glory to your Father in Heaven.” - Matthew 5:13-16*

### **OBJECTIVE 4.1: Provide more opportunities for hands-on service, mission ministries, collaborative work with local charity organizations, and social justice programs rooted in the Bible**

- Develop deep partnerships that change the lives of those in need and engage BHPC members in hands-on service. Broadly communicate and emphasize that there is flexibility in being a part of helping and serving the community and that there are opportunities for all in the congregation to volunteer and meet people in need and marginalized where they are. Provide the congregation with opportunities to get involved in assisting them through developing partnerships, in which many BHPC members can participate.

72% of the BHPC survey respondents support Bradley Hills' initiatives on current social issues.

<sup>15</sup> Objectives 3.1, 3.2, and 4.1 are interrelated, *supra* note 17.

- Explore how our building can continue to grow as a site for hands-on mission. Continue to explore opportunities to partner with organizations focused on improving lives through an on-site presence at BHPC.
- Let the congregation know of volunteering opportunities to support the implementation of the Racial Justice Task Force (RJTF) Plan. Continue to grow our partnership with communities outside our campus as an act of justice rooted in the Bible, building on our RJTF work.
- Strengthen Bradley Hills' interfaith covenantal relationships and create intergenerational interfaith programs. Offer more interfaith service, education, and worship opportunities and create more interfaith and intergenerational hands-on service projects.
- Offer more hands-on mission opportunities for youth involvement not only through the summer trips but throughout the year in service projects especially hands-on, intergenerational work alongside others, e.g., interfaith refugee projects and kitchen ministry.

## GOAL 5

### **STEWARDSHIP: CARE FOR GOD'S CREATION.**

*“The earth is the LORD's and all that is in it, the world, and those who live in it.” – Psalm 24:1*

#### **OBJECTIVE 5.1: Inspire the congregation to share God given resources for God's work**

- Consider a celebration in 2025 as our 70th year which may involve, among other things, fundraising efforts, to secure BHPC's financial future. Begin planning in 2023 to do things that allow us to celebrate God's love and faithfulness in 2025 and to involve the congregation in the exciting next stage of our ministry for where Christ is calling us to be for the future. A capital campaign may be considered to 1) further build our endowments to secure BHPC's future as a community that makes a difference for current and future generations; 2) fund and build our capital reserve needs going forward so we can focus our annual spending more on exciting ministries; 3) support the Strategic Visioning Task Force recommendations, mission programs, and maintenance of church facilities, equipment, and instruments (e.g., refurbishing the organ); and 4) to help deepen our relationship with interfaith partners for our next five years and beyond. Securing the church's financial future will be critical to ensure the sustainability of BHPC, its mission and ministries.

42% of the BHPC survey respondents indicated they contribute more than 5% of their total household income to charitable causes including the church.

#### **OBJECTIVE 5.2: Maintain and improve the church's facilities to support ministries and ensure future growth**

- Continue maintaining and improving our existing facilities in ways that provide for good stewardship of the environment as God's creation, including reducing our carbon footprint further and keeping our grounds beautiful and spiritually inspiring while helping to make our campus more sustainable over time.
- Begin development of long-term facilities ideas and concepts to consider how we could improve access or expand our building and prepare it for future ministries as well as for growth of our congregation.

## ***Conclusion***

The 2022 SVTF faithfully walked the journey of discernment over the last 12 months as charged by the Session. We began with an open mind, trusting in God's guidance. We had no expectations on where our journey would take us. The only thing we were certain of was that God was walking with us every step of the way and working behind the scenes to grant us success. With our outstanding Pastors' spiritual guidance, advice, and encouragement, every SVTF member prayerfully and diligently worked, listened to God, to the congregation, and to each other, and contributed to the work described in the Report. As we made progress in our journey, it became clear to us that BHPC is very resilient and adaptable, not only in ways to worship God through a hybrid platform (in-person and live streaming), but also potentially in ways to reach Christ's new disciples beyond the walls of the church in the local and national communities and in carrying out God's work. God has blessed, sustained, and nourished the BHPC for almost 70 years. The pandemic may have been a God's catalyst for BHPC. Hardship from the pandemic has revealed the strong faith foundation, resilience, and adaptability of the BHPC community. While other churches are losing members and pledges, the BHPC faith community has remained strong and continues to welcome new members.

The SVTF has submitted a separate Report to the Session, which contains more detailed information on the congregation's voices collected through the survey and multiple interviews with LM teams and focus groups. In the Report, the SVTF recommended the Session and LM leaders to carefully review the strategic goals and objectives, consider them based on short- and long-term goals, and conduct audits including administrative infrastructure, LM structure, and BHPC's current and projected financial health before establishing the implementation plan. We also asked them to consider how the church can build on the strong tradition of services and mission ministries while creating a room to engage more members to get involved in church ministries.

BHPC has a long tradition of reaching out to and walking alongside the oppressed, marginalized, and voiceless. The newer generation of Christ's disciples appears more interested in hands-on services and ministries. Fulfilling God's vision is to keep this church's spiritual foundation strong and to let the congregation abide in the true vine, Jesus, while further growing and extending ourselves (branches) to reach the unchurched who may be waiting to be found or are seeking to reconnect with our Lord.

***“I am about to do a new thing;  
now it springs forth; do you not perceive it?  
I will make a way in the wilderness  
and rivers in the desert.” - Isaiah 43:19***