

**Three-Year Committee Plan—2016-2019**  
**Committee: Adult Education**

	<b>Goal</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Other Affected Committees</b>
	<b>NEW INITIATIVES</b>				
<b>1</b>	Create process for collaborating and coordinating with the pastoral staff and other committees and ministry areas for Adult Education programming.	X			
<b>2</b>	Ensure that an Adult Baptism class is appropriately advertised to the WPC community.	X			Membership & LM Communications
<b>3</b>	Create scope and sequence of adult course offerings, organized around 10 key categories.*	X			
<b>4</b>	Collaborate with pastoral staff to coordinate sermon series topics with WPC@10 offerings.		X	X	
<b>5</b>	Work with WPC staff to identify and secure educational meeting spaces during the construction project.		X	X	
<b>6</b>	Schedule WPC@10 teachers to ensure variety of pedagogical methods, including lecture, small group discussion, visual-based talks, and meditation.		X	X	
<b>7</b>	Annually, schedule PCUSA Mission Co-Worker to present an AE offering.	X	X	X	Mission & Outreach

\*Bible, Theology, Church History, Mission, Faith & the Arts, Social Ethics, Spirituality, Joining the Church Triumphant, Future of the Church, Comparative Religion

**Three-Year Committee Plan—2016-2019**  
**Committee: Children & Family Ministries**

	<b>Goal</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Other Affected Committees</b>
	<b>NEW INITIATIVES</b>				
<b>1</b>	Use more active-learning programming in Sunday School to accommodate different learning styles and capacities.	X			
<b>2</b>	Develop a plan to increase Sunday School attendance among the congregation's children.		X		
<b>3</b>	Reevaluate the weekday children's program and make changes consistent with the reevaluation.	X			
<b>4</b>	Design plan to recruit and welcome new families to WPC.	X			
<b>5</b>	Support preschool in their process of adding Christian spiritual component to their curriculum and evaluate whether CFM should collaborate with the preschool on shared programming.	X	X		Preschool
<b>6</b>	Create annual lists: a. booklet with members' professions and phone #s b. teens willing to help elderly with chores (change light bulbs, change batteries, turn mattresses, cell phones and computers - for \$. c. babysitters.		X	X	Student Ministries
<b>7</b>	Develop plan for supporting families when someone is sick, has had a baby, is spread thin, etc. (e.g. meal train, prayer chain).	X			Deacons
<b>8</b>	Give new, age appropriate Bibles to second-graders and develop or source a Bible-reading guide for children and their families.	X	X	X	
<b>9</b>	Create semi-annual hands-on mission opportunities for children and families.	X	X	X	Mission & Outreach
<b>10</b>	Plan annual gathering with families from other parishes for fellowship/shared mission.		X		
<b>11</b>	Increase volunteerism for Sunday School, the @10 program and musical performances by reaching out to individuals in the congregation and community.		X		

**Three-Year Committee Plan—2016-2019**  
**Committee: Communications**

	<b>Goal</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Other Affected Committees</b>
	<b>NEW INITIATIVES</b>				
<b>1</b>	Create and maintain a yearly calendar of church events to facilitate long-range planning for publicity. Include calendar review of upcoming events and deadlines in each meeting.	X	X		
<b>2</b>	Establish process and responsibility for various modes of media outreach, including newspaper, tv, radio, websites, social media, News & Concerns, and local businesses i.e. Starbucks/Trader Joe's bulletin boards. Establish ongoing relationships with key people at various media outlets. Create a communications outlet database including contacts and advertising/feature story deadlines. Establish a calendar showing deadlines for ad copy/feature stories for social media, news outlets, newspapers, etc. Establish a format for sending press releases to media. Make this advertising process as much of an automatic process as possible.	X	X		
<b>3</b>	Develop an advertising strategy and increase budget commensurate with advertising needs.	X	X	X	Finance Membership
<b>4</b>	Seek out free and discounted advertising opportunities.	X	X		
<b>5</b>	Foster and establish relationships with area hotel concierges, apartment buildings, retirement residences, and neighborhood associations.	X	X		
<b>6</b>	Design and implement with all committees a framework and schedule for submitting events for publication. Develop a submission form.	X			
<b>7</b>	Coordinate with Property Development Coordinator Betty Glick, Pastors & property development team in setting a long-range calendar for anticipating and publicizing important steps in the building project.	X	X	X	
<b>8</b>	Initiate special events to create and sustain a continuing sense of excitement and commitment within the congregation for the building project, particularly over the heavy construction periods.	X	X	X	
<b>9</b>	Work with Pastors, Stewardship Committee, and Church Campus, Logistics & Internal Communications Committee on fundraising goals and fund development opportunities.	X	X	X	
<b>10</b>	Evaluate ways to integrate a digital screen or website			X	

	access on the side porch during fellowship after church.				
<b>11</b>	Create online bulletin board for WPC so that members can post news, accomplishments, want ads, etc.	X			
<b>12</b>	Create system and metrics to analyze the success of advertising and social media efforts.		X		
<b>13</b>	Implement "Wake Up With Westwood," a daily email devotional.	X			Spiritual Formation

**Three-Year Committee Plan—2016-2019**  
**Committee: Congregational Life**

	<b>Goal</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Other Affected Committees</b>
	<b>NEW INITIATIVES</b>				
<b>1</b>	Explore the feasibility of utilizing small task forces (under the leadership of the pastor for CLC) to plan and execute traditional CLC fellowship events.	X			
<b>2</b>	Collaborate with other WPC program committees to explore new opportunities for fellowship related to their areas of ministry		X		
<b>3</b>	Explore feasibility of establishing small groups of congregants who don't know each other well and from different age groups to share a series of meals together.		X		
<b>4</b>	Evaluate ways to improve participation and strengthen connections that are made at our annual fellowship events (such as Homecoming and the Congregational Thanksgiving Dinner).		X		
<b>5</b>	Create a WPC softball team to play in an existing league.	X			
<b>6</b>	Determine optimal ongoing committee structure for Congregational Life.	X			

**Three-Year Committee Plan—2016-2019**

**Committee: Deacons**

	<b>Goal</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Other Affected Committees</b>
	<b>NEW INITIATIVES</b>				
<b>1</b>	Be responsible for delivery/presentation of newborn and baptism roses to parents on behalf of the WPC community.	X			
<b>2</b>	Offer assistance so that members and friends (especially those on the Care List) can participate in church events.	X			Congregational Life
<b>3</b>	Collaborate with Children & Family Ministries and Student Ministries in caring for those on our care list. Provide opportunities (e.g. delivering flowers, making “thinking of you” cards) for our children and students to engage in pastoral care ministry.	X			Children & Family Ministries Student Ministries
<b>4</b>	Through the property development project, offer deacon assistance in managing transitions, supporting logistical needs, and maintaining a sense of community. Particularly the Deacons plan to assist those attending the worship service with parking and walking from the Avco lot.		X		Commission
<b>5</b>	Participate in “Deacon Sundays” 2-3 times yearly. (Deacons host the coffee hour, offer a Deacon Minute, and serve as greeters, readers, and hosts at both doors.)		X		Worship & Music

**Three-Year Committee Plan—2016-2019**  
**Committee: Finance**

	<b>Goal</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Other Affected Committees</b>
	<b>NEW INITIATIVES</b>				
<b>1</b>	Sell the Pinion Hills property	X			
<b>2</b>	Prepare to implement extensive Finance provisions listed in the Property Development Mission Task Force document approved on May 19, 2015 (See below)		X		
<b>3</b>	Create a more thorough budgeting process in which ministry goals and outcomes are linked to costs, and ministries are invited to imagine expanded impact given increased resources	X			Vision & Planning
<b>4</b>	Establish as policy, maintaining the balance between spending as much as we can to advance WPC's mission, without depleting our Balance Sheet, thus ensuring sustainability	X			
<b>5</b>	Work with the Preschool to refine and deepen income strategies, as an important WPC mission and financial asset	X			Preschool
<b>6</b>	Finalize Financial Policy Manual and review annually for adequacy	X	X	X	

**Three-Year Committee Plan—2016-2019**  
**Committee: Membership & Lay Ministries**

	<b>Goal</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Other Affected Committees</b>
	<b>NEW INITIATIVES</b>				
<b>1</b>	Collaborate with Communications Committee on an outreach program to attract visitors and encourage WPC membership.	X	X	X	Communications
<b>2</b>	Create plan for engaging current members who are becoming inactive.	X			
<b>3</b>	Expand use of Servant Keeper software to better manage church membership information for purposes of engaging every member in ministry	X	X	X	Nominating
<b>4</b>	Evaluate current mentor program and adjust the program pursuant to the evaluation.	X			
<b>5</b>	Identify adults who seek to be baptized and coordinate classes with Adult Education and pastors.	X			Adult Education



**Three-Year Committee Plan—2016-2019**

**Committee: Administrative Commission for Property Development**

	<b>Goal</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Other Affected Committees</b>
	<b>NEW INITIATIVES</b>				
<b>1</b>	Partner with Belmont Village on all matters of design and securing permits and entitlements (estimated completion date — June 2017).	X			
<b>2</b>	Partner with Belmont on all aspects of Phase 1 construction (estimated completion date — March 1, 2018).		X	X	
<b>3</b>	Partner with Belmont on all aspects of Phase 2 construction (projected timeline — April 2018-January 2020).		X	X	
<b>4</b>	Engage the appropriate expertise to undertake a capital reserve study that will provide a 25-year scope and sequence of maintenance and repairs so that we do not continue to kick deferred maintenance needs down the road. This study should determine the sanctuary’s a) deferred maintenance needs (including organ and sound system), b) possible enhancements to its design, appearance and functionality, c) upgrades to essential mechanical infrastructure, d) earthquake readiness, and e) a funding plan.	X			
<b>5</b>	Begin enhancements to the sanctuary as outlined by the reserve study and in keeping with long-term sanctuary program.			X	
<b>6</b>	Adopt environmental best-practices; become a green-certified church.	X	X	X	
<b>7</b>	Ensure that the Session’s May 19, 2015 document outlining process and use of revenues from BV ground lease are implemented.	X	X	X	

**Three-Year Committee Plan—2016-2019**

**Committee: Mission & Outreach**

	<b>Goal</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Other Affected Committees</b>
	<b>NEW INITIATIVES</b>				
<b>1</b>	Create new social/fellowship events with a mission focus.	X			Congregational Life
<b>2</b>	Plan an international mission trip for 2016-2017.	X			
<b>3</b>	Appoint a liaison to the Communications Committee.	X			Communications
<b>4</b>	Sponsor a foster family through ChildShare.			X	
<b>5</b>	Expand our presence in the community (e.g., having a marketing budget that we would use to get the word out about our events).	X			Communications
<b>6</b>	Develop a grant program for church members and friends of WPC.			X	
<b>7</b>	Establish fiscal parameters to accompany new guidelines.	X			
<b>8</b>	Appoint a liaison to work with ChildShare to explore additional opportunities for mission work with them.	X			
<b>9</b>	Explore ways to volunteer with Homeboy Industries.	X			
<b>10</b>	Appoint a liaison to work with PATH to explore additional opportunities for mission work with them.	X			
<b>11</b>	Provide more financial and relational support for our Mission Co-Workers.	X			
<b>12</b>	Provide volunteers and funding for two builds per year for Habitat for Humanity.	X			

**Three-Year Committee Plan—2016-2019**  
**Committee: Personnel**

	<b>Goal</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Other Affected Committees</b>
	<b>NEW INITIATIVES</b>				
<b>1</b>	Develop a systematic plan for ongoing training, resourcing, and enrichment of staff	X			
<b>2</b>	Develop ongoing staff “care” plan as WPC goes through our building program	X			
<b>3</b>	Re-vision and revise employee review process	X			
<b>4</b>	Evaluate current staffing configuration and its adequacy for ensuring that ministry and mission remain vital and strong through the building project	X			

**Three-Year Committee Plan—2016-2019**  
**Committee: Preschool**

	<b>Goal</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Other Affected Committees</b>
	<b>NEW INITIATIVES</b>				
<b>1</b>	Determine what PS facilities will best serve our PS and be prepared for collaboration with the property design team	X			
<b>2</b>	Develop opportunities for incorporating religious/spiritual programming, while continuing to honor the diversity of the PS community	X			
<b>3</b>	Assess and develop plans to mitigate impact of new construction on PS community	X			
<b>4</b>	Develop marketing plan to raise awareness of the PS and ensure ongoing full enrollment	X			
<b>5</b>	Develop plans to ensure enrollment goals	X			
<b>6</b>	Create more formal relationship with pastoral staff.	X			
<b>7</b>	Formalize the tuition assistance process	X			
<b>8</b>	Form partnership relationships between PS Director, PS Committee and CFM Director	X			

**Three-Year Committee Plan—2016-2019**  
**Committee: Session**

	<b>Goal</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Other Affected Committees</b>
	<b>NEW INITIATIVES</b>				
<b>1</b>	Ensure the implementation of the Property Development Mission Task Force document approved on May 19, 2015.	X			
<b>2</b>	Complete Session Manual	X			
<b>3</b>	Achieve congregational growth at the rate of ____ new net members per year.	X	X	X	

**Three-Year Committee Plan—2016-2019**  
**Committee: Spiritual Formation**

	<b>Goal</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Other Affected Committees</b>
	<b>NEW INITIATIVES</b>				
<b>1</b>	Develop and implement a second small group opportunity annually.		X	X	
<b>2</b>	Collaborate with Communications Committee to implement “Wake Up With Westwood” on a recurring basis.		X		Communications
<b>3</b>	Offer a spiritual formation focused educational program 1-2 times yearly.	X	X	X	Adult Education
<b>4</b>	Integrate multi-generational congregants into Taizé services.	X	X	X	Student Ministries

**Three-Year Committee Plan—2016-2019**  
**Committee: Stewardship**

	<b>Goal</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Other Affected Committees</b>
	<b>NEW INITIATIVES</b>				
<b>1</b>	Support supplemental campaigns to ensure new facilities are properly furnished		X	X	
<b>2</b>	Collaborate with Property Development entities in strategically integrating capital campaigns, creating naming opportunities, communicating project needs to the congregation	X	X	X	

**Three-Year Committee Plan—2016-2019**  
**Committee: Student Ministries**

	<b>Goal</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Other Affected Committees</b>
	<b>NEW INITIATIVES</b>				
<b>1</b>	Create a viable high school ministry opportunity.	X	X	X	
<b>2</b>	Explore the possibility of Introducing small groups into our 20's-30's group.	X			
<b>3</b>	Empower Student Ministries committee to take a more active role in the program.				
<b>4</b>	Create intergenerational opportunities for students and congregation.	X			
<b>5</b>	Create way to track community service hours.		X		
<b>6</b>	Initiate a "Bring a Friend" emphasis with our students, encouraging them to bring friends to student ministries programs, WPC and Westwood Reaches Out events.	X			
<b>7</b>	Create partnership with Mission & Outreach to have students do more and different types of mission work.	X	X		Mission & Outreach



**Three-Year Committee Plan—2016-2019**  
**Committee: Vision & Planning**

	<b>Goal</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Other Affected Committees</b>
	<b>NEW INITIATIVES</b>				
<b>1</b>	Plan a survey of the congregation to hear from as many members as possible about what is working well for them at WPC and what could be done better.		X		Membership & Lay Ministries
<b>2</b>	Explore the possibility of Session, led by the Clerk of Session, developing the next 3-year WPC Strategic Plan on its own without a Vision & Planning committee.	X	X		Session
<b>3</b>	Finalize system for Elders to report to Session committee progress on the WPC Strategic Plan. This will involve one committee per session meeting and will be supported administratively by Kim.	X			

**Three-Year Committee Plan—2016-2019**  
**Committee: Worship & Music**

	<b>Goal</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Other Affected Committees</b>
	<b>NEW INITIATIVES</b>				
<b>1</b>	Develop a ministry of visual and dramatic arts to enhance the experience of worship (along the lines of the Palm Sunday reading and World Communion Longest Table).	X			
<b>2</b>	Explore holding a Music@Westwood event someplace other than the sanctuary for community outreach and to relieve pressure during construction (e.g. Hammer Courtyard).		X		
<b>3</b>	Obtain a professional evaluation of the current sound system and upgrade to meet current needs.	X			Finance Property Development
<b>4</b>	Study the possibility of adding audio-visual capability to the sanctuary for non-music/singing purposes.		X		Finance Property Development
<b>5</b>	Obtain a professional evaluation of the organ and upgrade or replace to meet current needs.	X			Finance Property Development
<b>6</b>	Explore offering opportunities in which music lessons can be given by qualified instructors to children and youth, evolving into a music academy (after hours preschool program) and/or youth orchestra once new facilities are in place.		X	X	
<b>7</b>	Plan annual outreach event(s) (e.g. holiday caroling, choir exchange, pulpit swap, sister church relationship, etc).		X		Mission?
<b>8</b>	Hire personnel and support a bell choir ministry that will perform in worship 4-5 times/year.	X			Personnel
<b>9</b>	Spend a portion of each Worship & Music meeting focused on meeting worship needs and addressing worship concerns (such as an expanded usher program to mitigate confusion) during our building project.	X	X	X	
<b>10</b>	Evaluate worship experience to see how it impacts belonging and growth.	X			
<b>11</b>	Create more diverse worship experiences (e.g. the homeless choir) as outreach opportunities.	X			
<b>12</b>	Explore a Westwood Reaches Out model for Sunday morning worship on Marathon Sunday.	X			
<b>13</b>	Work with Children & Family Ministries and Student Ministries to increase the participation of children and youth in worship leadership.	X			Children & Family Student Ministries

