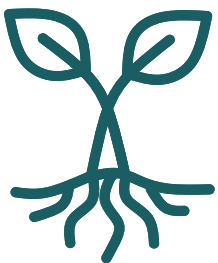


VISION TEAM
EXECUTIVE
REPORT

20
26

ROOTED.
REACHING.
RISING.

As Christ Leads Us...



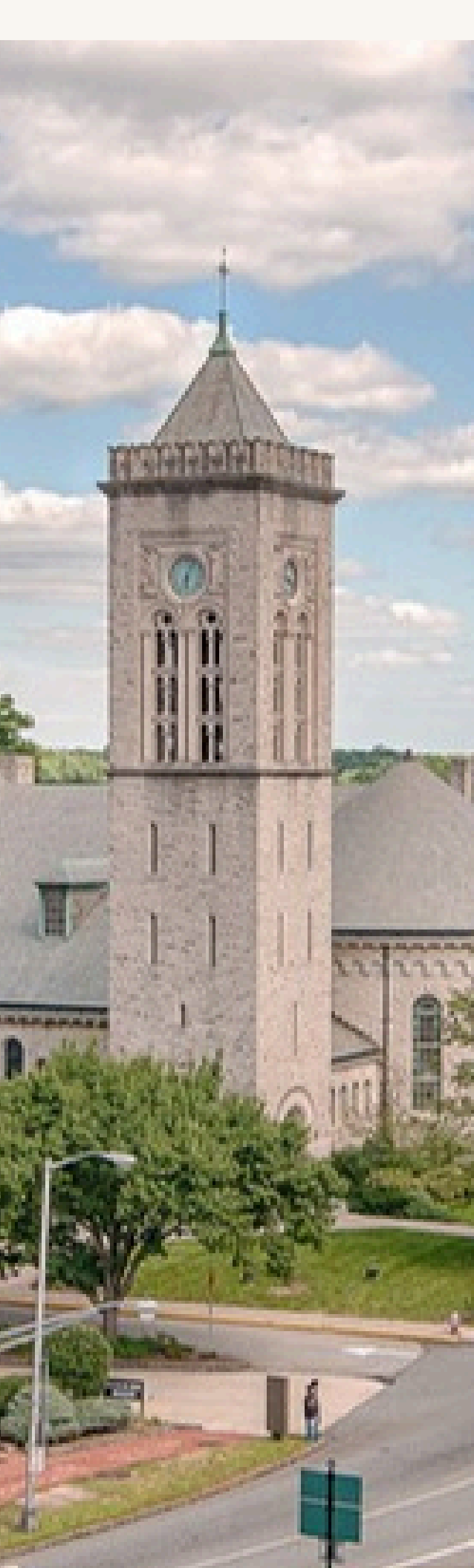


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Annex A: Request for Proposal (RFP)

Annex B: Gensler Reports

Annex C: COG Floor and Site Plan

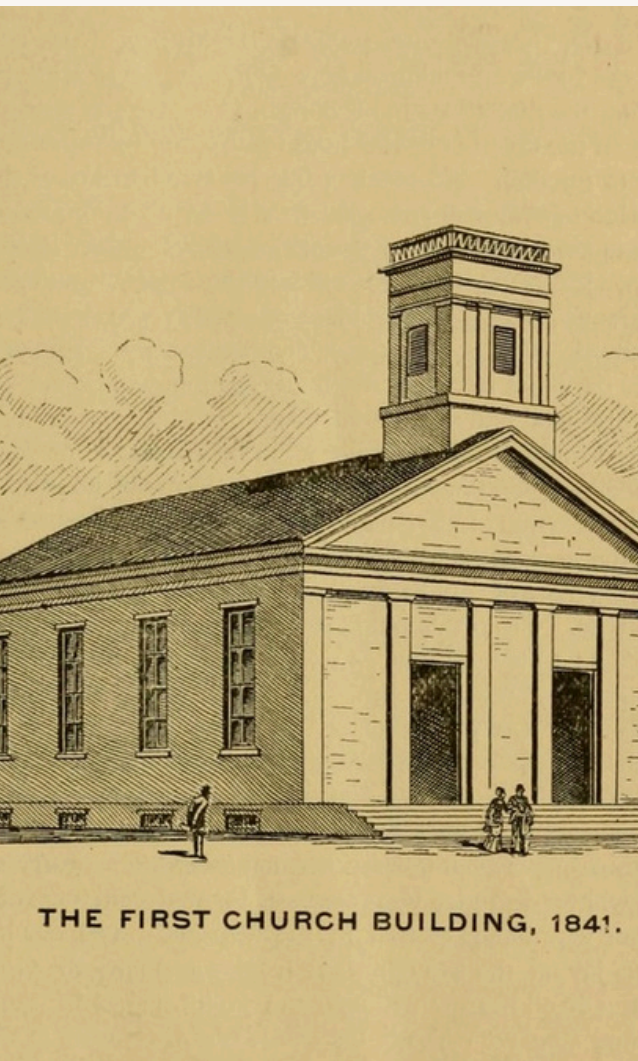
Annex D: Space Utilization Chart

Annex E: Relational Evangelism Detail

*All Annex Resource Documents
can be found by visiting
pcmorristown.org/annex or
scanning the QR code below.
The password is **Vision2033***



CELEBRATING THREE CENTURIES



The Presbyterian Church in Morristown will observe its 300th anniversary in 2033. Three centuries of faithful ministry, steadfast presence, and joyful service in the name of Jesus Christ is, indeed, a milestone worthy of grateful celebration.

It is also an occasion for thoughtful reflection in the meantime, asking the kinds of questions that will prepare PCM for its next hundred years of ministry. Not simply, *who have we been in the past?* - but - *who are we called to become as Christ leads us into the future?*

This report, along with the recommendations contained within it, seeks to establish a long-term strategy that will drive Christ-centered congregational and community engagement, as well as a strong operational foundation for the sustainable use of our financial, human, and physical infrastructure, trusting that the One who has led PCM faithfully for nearly 300 years continues to lead us still.

OUR PURPOSE

The Session elected the Vision Team in December 2023 and PCM commissioned the team in February 2024 to examine the issues, challenges, and opportunities for PCM as we look toward our 300th anniversary in 2033. This team has been focused on priorities up to 2033 and beyond as we work to ensure the longevity of our congregation and faithfulness to where Christ is calling us in the future.

OUR PEOPLE

The initial Vision Team included Peter Bovee, Robin Bruen, Clarence Curry, France Delle Donne, Lisa Fraebel, Lorraine Krimmel, Bob Spurr, Amanda Tufts, and Daniel Vigilante. For vendor leadership, expanded perspective, and specific discussions, members of Session, staff, and church members at large were added: Christy Allison, David Darcy, Kristen Gatter, Audrey Webber, Alexandra Mead, and Paul Koski. Session and Committee members also joined specific meetings (Dick Kaller, Betty Darcy, Emily Campbell, Clara Harmon, Bill Crean, George Kolcun). We are grateful that Christy Allison assumed leadership of our consultant project with Gensler Architects in April 2025.

THE PROCESS OF DISCERNMENT

The Session tasked the Vision Team with the examination of the major issues, challenges, and opportunities for PCM. We had open discussion regarding who we are as a church, societal change, how to maintain the church's vitality in the face of many headwinds, and what type of church we want to be as we reach 300 years in 2033. After eight months, it was clear that we needed some strategic input from a consultant. The team released a request for proposals to church growth firms, independent consultants, and architectural firms in January 2025 (see Annex A). The Vision Team selected Gensler Architects in March 2025 based upon the likelihood of future architectural requirements for our physical infrastructure. Gensler's Strategy team directed the information gathering process and generated three reports (see Annex B). The Vision Team used this output to formulate the Mission, Purpose, and Vision, adopted by the Session on September 18, 2025.

OUR MISSION *as followers of Jesus:*

Love first.

OUR PURPOSE *as a church:*

To create opportunities for people to experience Christ's love.

OUR VISION *for God's World:*

That all may be one with God and one another.

OUR VALUES



Humility

We approach our faith and one another with openness and curiosity, recognizing that we always have more to learn from God and from each other.



Compassion

We respond to the needs of our neighbors with empathy and care, striving to reflect Christ's love in both our words and our actions.



Inclusion

We seek to create a community where everyone is welcomed, valued, and able to fully participate, celebrating the diversity of people and experiences among us.



Connection

We nurture authentic relationships with God and one another, believing that faith grows stronger when we journey together.



Service

We put our faith into action by showing up for others, offering our time, gifts, and energy to make a meaningful difference in our community and beyond.

THEOLOGICAL REFLECTION ON OUR VISIONING WORK

The Church does not belong to us. It belongs to Christ. It is Christ's body in the world, called into being by the Spirit, sustained by God's grace, and sent into the world for the sake of love. Every generation receives this gift anew. And every generation must ask again: Who is Christ calling us to be now?

The Presbyterian tradition reminds us that the church of Jesus Christ is, "Reformed and always reforming according to the Word of God." That phrase does not imply constant reinvention for its own sake. It reflects deeper conviction: that the living Christ continues to speak, to lead, and to send. Faithfulness requires listening - to Scripture, to the Spirit, to the voice of Christ, to one another, and to the longings of our community.

The work of PCM's Vision Team, then, is an act of discipleship on behalf of the entire congregation. In a culture shaped by consumption, it is easy - almost inevitable - for the church to drift into meeting preferences rather than forming disciples. But the church was never meant to be a place that exists to serve our comfort. Nor is it a fortress meant to protect us from the world. It is a community gathered and sent - rooted in Christ, shaped by grace, and mobilized by love. When we follow Jesus, the center shifts. The question becomes not, *what do I want?* - but - *what is Christ doing, and how can I participate?*

We live in an age of complexity, fragmentation, and loneliness. We also live in a time when religious affiliation is at its lowest point in modern history. That reality should not make us defensive. It should cultivate compassion and motivate us to share the Good News with those searching for meaning, hope, joy, and belonging. The work of Christ is not coercive, it is invitational. It is the steady proclamation that God's love in Jesus is real, embodied, and available - here and now.

Our Mission, Purpose, and Vision statements have grown from this theological soil. They are not marketing slogans. They are expressions of discernment - an attempt to articulate how Christ is leading PCM to live the Gospel in this particular time and place. This work is not primarily about buildings or programs, though those things matter. It is about alignment. It is about stewarding the resources entrusted to us - our people, our history, our influence - in ways that reflect Christ's heart for the world.

To engage in this visioning process is to say we belong to Christ. And because we belong to Christ, we, too, shall be *Reformed and always reforming according to the Word of God*. Our task is not to preserve what has been, nor to chase what is fashionable, but to discern where Christ is leading us now. And then, together, to follow in faith.

THE MANDATE FOR CHANGE

The Vision Team repeatedly heard from congregation members that it should be bold in its recommendations, a theme also identified in the town hall meetings and focus groups Gensler conducted. We seek to forge a new path over the next hundred years, connecting past and future, and helping our community rediscover the blessings of a Christ-centered faith.

Our denomination has shrunk significantly over the past four decades (from 3.1 million to just over 1 million), and our congregation consists of fewer than half the members it did 25 years ago. Our recent growth in new members has been offset by losses of long-time congregants. While our financial resources have remained stable, and even recently improved with effective stewardship campaigns, we expect to experience significant shifts in congregational financial support over the next decade.

We therefore want to make strategic decisions while we remain in a secure position, anticipating future changes and needs, rather than being reactive to them from a weakened position. And we are now at a point where there is a serious time limitation for decision making given the size of our congregation. The Church on the Green (COG) remains our home for worship, sacraments, music, and historic community connections, while the Parish House (PH) has served as the base for educational and congregational events. Neither building alone currently satisfies all our space needs. The Vision Team sees these converging factors as a Mandate for Change for asset decisions that can no longer wait for future generations.

To that end, the Vision Team proposes three strategic objectives to focus our time, energy, and resources in key areas that we believe will position the church to generate the impact we seek.

APPROVED MOTION: TO ADOPT THESE THREE STRATEGIC OBJECTIVES TO LEAD PCM TOWARDS 2033 AND BEYOND.



OBJECTIVE 1: ROOTED

To become a one-campus church that supports our congregation for generations to come



OBJECTIVE 2: REACHING

To become the go-to faith home for anyone seeking belonging, hope, joy, or opportunities to serve



OBJECTIVE 3: RISING

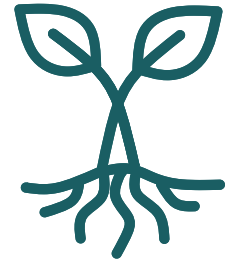
To become a 1,500-member congregation of engaged, growing disciples

Together, these three objectives represent a faithful and forward-looking framework for the next chapter of our congregation's life. They are intentionally bold, yet grounded in realities we face and the opportunities before us.

In the pages that follow, each objective is explored in greater detail, outlining the vision behind it as well as specific priorities and actions that will guide our work in the years ahead. Through these strategies, we seek to steward our resources wisely, strengthen our community of faith, and position the church to flourish for generations to come.

OBJECTIVE 1:

TO BECOME A ONE-CAMPUS CHURCH THAT SUPPORTS OUR CONGREGATION FOR GENERATIONS TO COME



The Vision Team recognizes that the maintenance and use of two large and historic buildings continue to be significant, and in many of these deliberations, one of the key considerations in maintaining two campuses was having space for growth. However, the existing space has not facilitated congregational growth in the past 50 years, and there are additional factors that impact how effective we are as the hands and feet of God. Further, our congregation is drastically different in size and character than 20 years ago when we last developed a long-range plan, and we anticipate even more rapid change based on trends in religious beliefs and levels of commitment, the evolution of families, and the demographics of our community. Our discernment process has led us to this point, where we see that the energy and time devoted to managing two main buildings could be better used in achieving our Mission, Purpose, and Vision.

APPROVED MOTIONS:

MOTION 1A:

That the Session elect a Vision Implementation Team of up to 24 people plus a chairperson, to facilitate the coordination of efforts and recommendations while keeping the focus squarely on the Mission, Purpose, and Vision, with the following understanding:

1. The Vision Implementation Team will provide a brief written report to the Session monthly, summarizing progress, key decisions, and any emerging challenges.
2. A designated representative of the Vision Implementation Team will offer a short verbal update at stated Session meetings as needed.
3. Unless otherwise specified, implementation is understood to be shared work that may be carried forward collaboratively by members of the Session, staff, the Vision Implementation Team, Session committees, and members of the congregation at large, in various combinations as energy, gifts, and opportunities emerge.

MOTION 1B:

To authorize the Vision Implementation Team to form a COG Development Team to develop a plan for the unification of our programming, staffing, and community spaces into a single campus at 57 East Park Place.

MOTION 1C:

To authorize the Vision Implementation Team to form a PH Team to explore future uses of the Parish House at 65 South Street.

MOTION 1D:

To authorize the Vision Implementation Team to form a Legal Team to conduct investigations into the conditions and potential barriers to consolidating to one campus.

MOTION 1E:

To direct the Finance Committee to form a Revenue Subcommittee (under the Finance Committee), which is tasked with developing a Strategic Revenue Generation Plan including but not limited to analyzing past pledging behavior and developing recommendations to increase pledging amounts and attract new pledging households, in coordination with the Vision Implementation Team.



BACKGROUND

Discussions regarding the use and funding of our church buildings have been ongoing for 100 years – since the 1920s when our two congregations reunited. The reunion agreement even includes specific language anticipating the need to resolve the use of the two buildings over time. The church leaders in 1925 anticipated that future generations would need to address the question:

...Resolved, That we agree, for the present at least, to use said First Church for worship, and to use the South Street Church for Sunday School and other educational and social work; but that if, in the future, it shall seem wise to dispose of either or both properties and to erect a new building or buildings on one of said properties or some other site, such a step shall not be deemed contrary to this agreement...

TIMELINE OF CAMPUS REUNIFICATION DELIBERATIONS

1920's: Initially, there were few modifications made to the South Street church after the reunion.

1930's: In a 1982 interview, Dr. Thomas Mutch stated: “After I became minister, we continued to talk and think about the two properties.” Dr. Mutch served as senior pastor from 1936 to 1966.

1940's: The first remodel of the South Street church was in 1948 after a purchase offer from a bank was declined. Notes from an unrelated informal meeting indicate that people were looking at ways to consolidate at the Church on the Green (COG).

1970's: COG consolidation model created in 1973 by McDowell-Goldstein Architects. COG floor and site plan also created by James Goldstein and Partners Architects (*photos attached, see Annex C*). The Session declined to act on proposed consolidation project.

1981 - 1982: The decision was made to fund the next set of Parish House renovations.

2001: A Long Range Planning Committee was formed in 2001. Work focused on the life of the church, but consolidating facilities repeatedly surfaced in the Comments portion of questionnaires. In addition, there was a newly formed Facilities Modification Committee as a sub-committee of Buildings & Grounds.

2005: Opportunity to purchase a COG-adjacent property (“The Tailor Shop”) is declined by the Session.

2011 - 2019: Major renovations to Parish House focused on multipurpose use (2011-2017) and COG Chancel and ceiling are completed after a capital campaign and Morris County Historic Preservation Trust grant awards.

2022: Finance Committee Chair convened a group to discuss the future of both properties. The Church’s Director of Administration also undertook a space utilization study (*see Annex D*), which showed that with the exception of offices, our spaces were vastly underutilized, with large spaces being occupied less than 1% of the time and even small spaces being occupied only about 6% of the time.

2023 - Present: Vision Team tasked with formation of future direction of PCM, which inevitably resulted in discussions around our buildings.

OBJECTIVE 2:

TO BECOME THE GO-TO FAITH HOME FOR ANYONE SEEKING BELONGING, HOPE, JOY, OR OPPORTUNITIES TO SERVE



Scripture describes the church as the Body of Christ. A body is not static. It grows, it heals, it adapts. It depends on every part. And when one part is missing, the whole body feels it. This is the right moment to reflect on the body - who is already part of it, who feels unseen, and who is not yet here - not because we are seeking numbers for their own sake, but because Christ's body is meant to be whole, diverse, and alive. To ask who is missing is not institutional anxiety. It is a pastoral concern. It is love.

Christ's love compels us to be present where people are searching and suffering, and to offer what the world cannot: a place where they are fully known, deeply loved, and invited into God's transforming work.

APPROVED MOTIONS:

MOTION 2A:

To authorize and encourage the development, communication, and implementation of a strategy around community presence and welcome.

MOTION 2B:

To authorize and encourage the cultivation of a practice of relational evangelism, and a culture of Christ-like hospitality.

MOTION 2C:

To authorize and encourage the creation of a new worship opportunity for those who are curious, not yet connected, and seeking something not currently offered, in alignment with PCM's theological commitments and under the oversight of the Session.

MOTION 2D:

To authorize and encourage the establishment of a common language, structure, and community guidelines for all PCM groups and teams.

MOTION 2E:

To direct the Outreach Committee to prioritize efforts towards participatory, relationship-centered ministry.

OBJECTIVE 3:

TO BECOME A 1,500-MEMBER CONGREGATION OF ENGAGED, GROWING DISCIPLES



Jesus commands us not simply to gather believers, but to make disciples. Growing to 1,500 members expands our capacity to introduce more people to Christ's transforming love, to equip more disciples for service, and to multiply the impact of God's work in our community and beyond.

APPROVED MOTIONS:

MOTION 3A:

To authorize and encourage the creation of a Covenant of Membership, celebrating the joys and articulating the expectations of membership at PCM.

MOTION 3B:

To authorize and encourage the development of a Connection Roadmap, guiding newcomers from their first contact through full engagement as members at PCM.

MOTION 3C:

To authorize and encourage the development of a Discipleship Roadmap with goals and opportunities identified by life stage.

MOTION 3D:

To authorize and encourage the expansion of offerings for our online community and the development of a process for remote membership at PCM, consistent with denominational standards and Session authority.

MOTION 3E:

The Session hereby directs M&A to take the necessary steps to call a Covenant Supply Associate Pastor for up to a one-year term (which may be renewed for up to two additional one year terms at M&A's discretion) to support the creation of a new worship opportunity (Motion 2C), the development of a Discipleship Roadmap (Motion 3C), revitalization of the youth ministry program, and such other activities as M&A may determine. To the extent that the church needs to expend any funds in furtherance of this directive prior to January 1 2027, the Session hereby authorizes the Church to expend such unbudgeted funds as M&A considers reasonable.

SESSION ACKNOWLEDGEMENTS

WHEREAS, In December 2023, the Session of The Presbyterian Church in Morristown elected the Vision Team to examine the issues, challenges, and opportunities for PCM as we look toward our 300th anniversary in 2033 and the Vision Team was commissioned by the Congregation in February 2024; and

WHEREAS, The Vision Team presented its final report to the Session on March 21, 2026 setting forth the results of its examination and outlining several recommendations for the Session to consider;

NOW, THEREFORE, BE IT RESOLVED, That the Session expresses its heartfelt gratitude to each member of the Vision Team for their hard work and dedication.

BE IT FURTHER RESOLVED, That, the work of the Vision Team having been completed, its final report having been delivered to the Session and upon the election of a Vision Implementation Team, the Vision Team will be dissolved.



OBJECTIVE 1: ROOTED

To become a one-campus church that supports our congregation for generations to come



OBJECTIVE 2: REACHING

To become the go-to faith home for anyone seeking belonging, hope, joy, or opportunities to serve



OBJECTIVE 3: RISING

To become a 1,500-member congregation of engaged, growing disciples

NEXT STEPS

On April 2, 2026, the Session voted and approved all of the motions contained in this report. Since these priorities have now been adopted, PCM members and friends are invited help bring them to life, ensuring that our shared vision becomes a lived reality within our congregation and community. Some are short-term projects, some are long-term commitments, but all are important efforts for the future of our church family.

If you feel called to be part of this important work—or know someone whose gifts would serve this effort well—we invite you to nominate yourself or another by visiting pcmorristown.org/vision or scanning the QR code below. Nomination deadline is May 15, 2026.

April 16, 6:00 pm: Listening Session on the Vision Report, via Zoom.

April 19, 8:45 am: Listening Session during Doughnuts and Theology in the Chapel.

April 19, 8:45 am: Listening Session for parents of children and youth in the Howard House.



FAQS
