

**“If we are to achieve results never before accomplished, we must employ methods never before attempted.”**

- Sir Frances Bacon

# **Custer Road United Methodist Church**

## Report of Strategic Planning Committee

November 22, 2009

# CRUMC Strategic Planning Committee

## Committee Members

- John Barr
- Joanne Bryan
- Kirsten Colvert
- Cathy Curry
- Lea Anne DeVega
- John Furrey
- John Gajdica
- Alyson Goodhartz
- Paul Harrison
- Dr. Ron Henderson
- Bill Kistler
- Anne Neeley
- Phil Stobaugh

# CRUMC Strategic Plan

## General Information

- Purpose
  - Develop short term (1-3 year) & long term (3-5 year) goals, strategies and recommendations to assure Custer Road remains a Relevant, Vibrant, Vital, Impacting & Transformational agent of God's Kingdom & our community
- Began meeting in January 2009
- All Ministries presented to the Committee
  - Children's, Youth, Adults, Evangelism, Missions, Music, Worship, Care Ministry

# CRUMC Strategic Plan

## General Information

- Ministries and Committee addressed
  - Core Values/Guiding Principles – “The Road Way”
  - Key Ministries and Action Plans for Ministries
  - Staffing and Budget projections to meet goals
  - This committee intentionally did not address current or future building expansion
- This presentation focuses on the short term visioning to address current trends and challenges
- Specific recommendations contained in this presentation will be implemented immediately following November Charge Conference. The oversight and governance of the plan will be the responsibility of the Church Council.

# CRUMC Strategic Plan

## Cornerstone of all Visioning/Planning

### ■ United Methodist Church Book of Discipline 2008

#### **The Role of the Church Section 1 Paragraph 122**

- Proclaim the gospel - seek, welcome and gather persons into the Body of Christ
- Lead persons to commit their lives to God through baptism and profession of faith in Jesus Christ
- Nurture persons in Christian living through worship, sacraments, disciplines, and means of grace
- Send persons into the world to live lovingly and justly as servants of Christ by:
  - Feeding the hungry
  - Caring for strangers
  - Caring Presence
  - Freeing the oppressed
  - Being and becoming compassionate
- Develop social structures consistent with the gospel
- Continue the mission of seeking, welcoming and gathering persons into the community of the Body of Christ

# CRUMC Strategic Plan

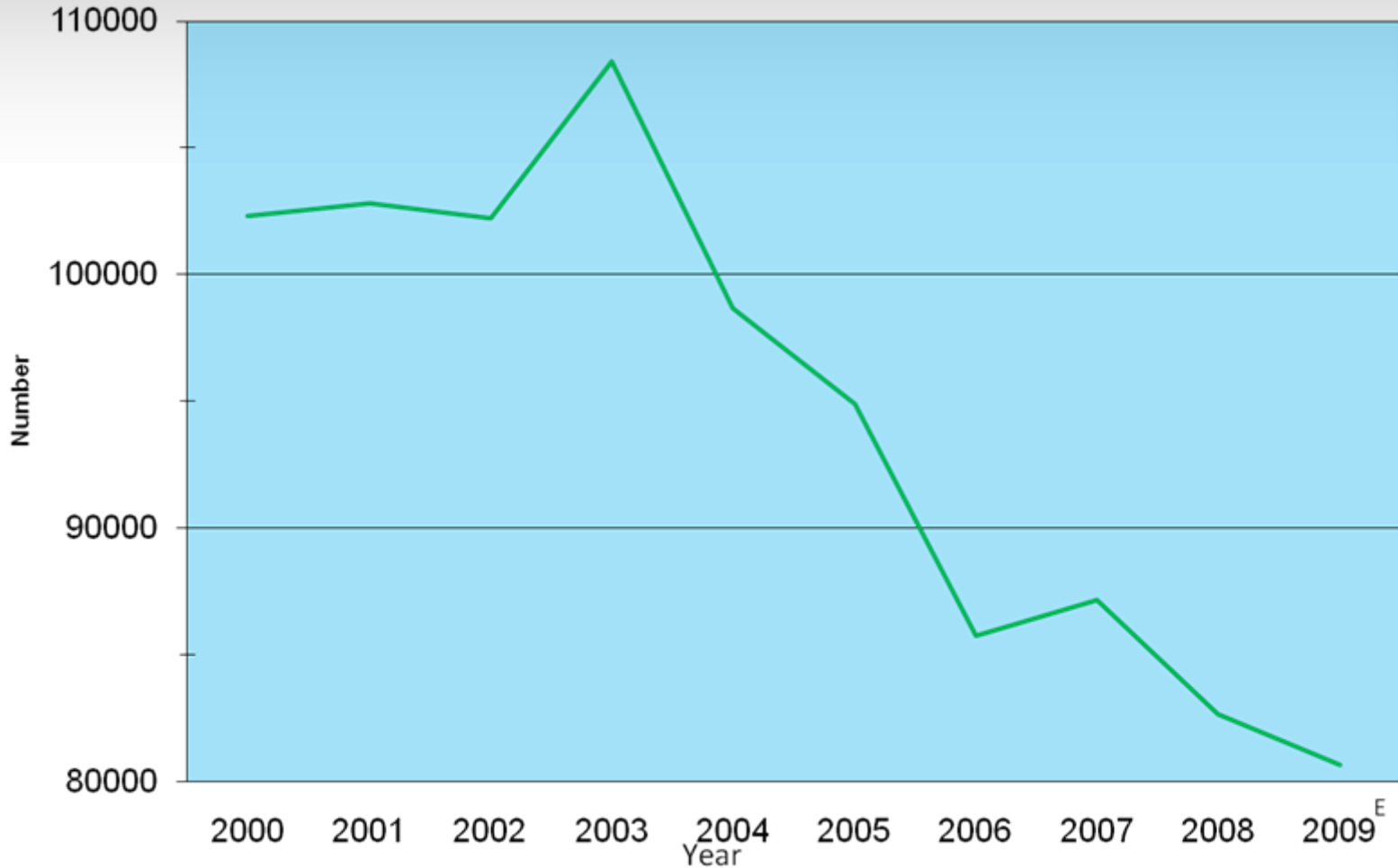
## Cornerstone of all Visioning/Planning

- Custer Road UMC – Mission Statement
  - God has called Custer Road United Methodist Church into being to make disciples of Jesus Christ. Custer Road UMC seeks to fulfill its calling by helping any and all people grow in their experience and commitment to Jesus Christ through providing opportunities for worship, nurture, fellowship and service.
- Custer Road UMC Vision Statement
  - Custer Road United Methodist Church, where God is *offering hope* through Jesus Christ and *transforming lives* through the power of the Holy Spirit

# CRUMC Strategic Plan

## Worship Attendance 2000-2009

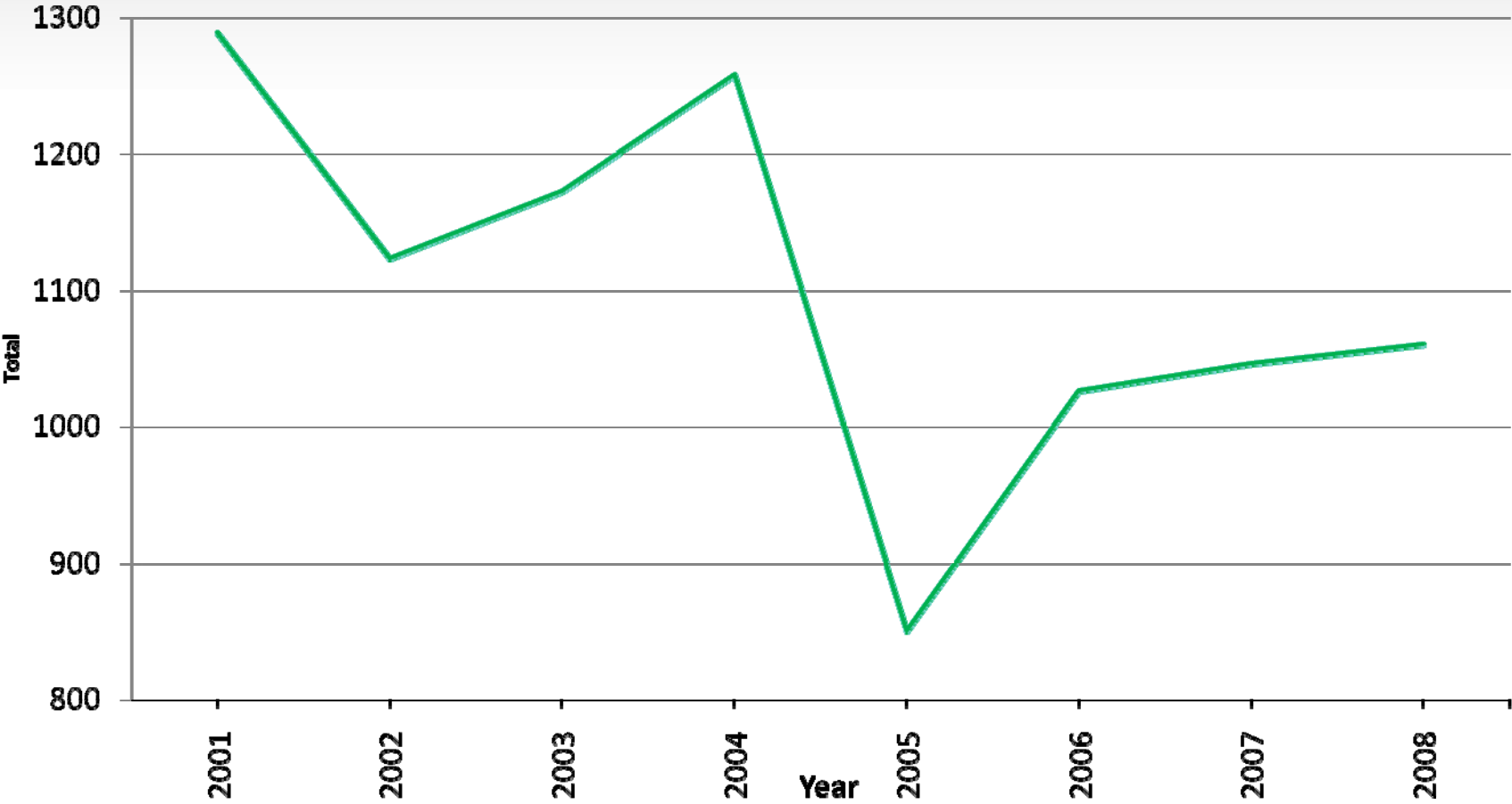
CRUMC Worship Attendance Totals by Year



# CRUMC Strategic Plan

## Sunday School Attendance 2001-2008

Sunday School Weekly Average Attendance



# CRUMC Strategic Plan

## Community and Demographics

- Custer Road's Sunday morning worship is a recognized and acclaimed part of our overall church ministry. However, we have experienced a marked decline in worship attendance over the last ten years. Although there has been a leveling off of population growth in our immediate area and within the Methodist denomination, it is our charge to explore the opportunities and challenges to the current worship service in order to meet the needs of our members and also address the needs of our community.
- In a 2008 detailed demographic study of our community (13 surrounding zip codes) responders described their preferred form of Christian worship as:
  - Emotionally Uplifting
  - Intellectually Challenging
  - A mix of Traditional and Contemporary music and worship

# **CRUMC Strategic Plan**

## **Specific Committee Recommendations**

The bottom right portion of the slide features several thick, light gray, wavy lines that curve and flow across the page, creating a decorative graphic element.

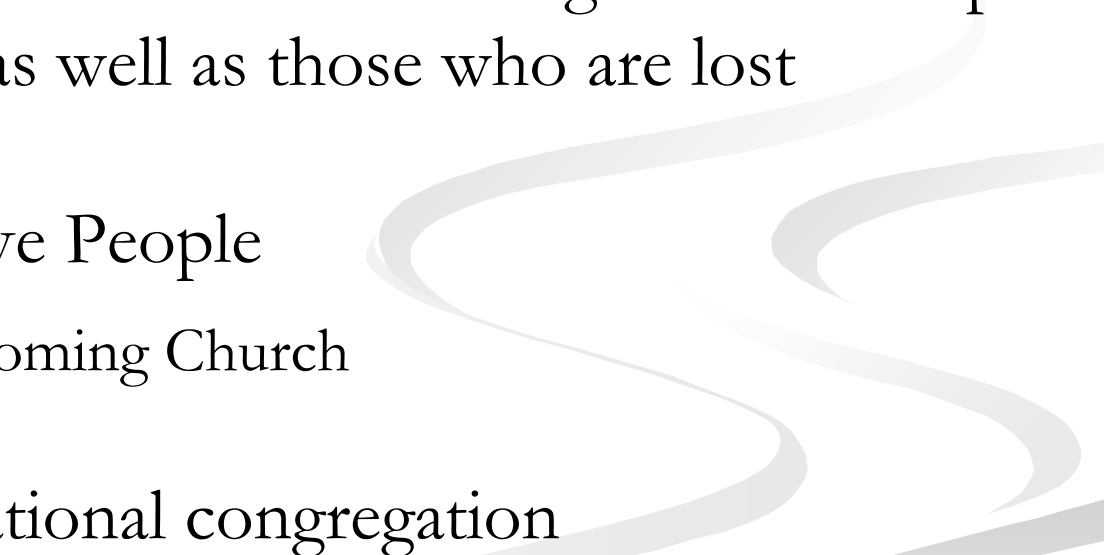
# CRUMC Strategic Plan

## “The Road Way”

- Be a God-centered, biblically based, Holy Spirit seeking church
  - Honor God’s Word with basic biblical teaching and preaching
    - Be clear and consistent with what we believe and state
    - Keep our eyes on the Truth without watering it down
    - Avoid confusing or conforming teachings that conflict with the Word
  - Grow a congregation strong and secure in its faith and beliefs by developing spiritual maturity through worship, study, fellowship and service
  - Communicate boldly to our congregation the expectations of membership which include sharing our spiritual gifts to further God’s Kingdom
  - Reach beyond our church walls to offer hope through Jesus Christ and transform lives through the power of the Holy Spirit

# CRUMC Strategic Plan

## “The Road Way”

- Value a relationship with God through his son Jesus Christ by actively reaching out and welcoming all people who are mature in their faith or seeking a relationship with Jesus Christ, as well as those who are lost
  - Love God and Love People
    - We will be a welcoming Church
  - Be an inter-generational congregation
- 

# CRUMC Strategic Plan

## Inter-generational Approach

### Examples

- Involve all ages in Worship (greeting, prayer, readings, music, etc.)
- Organize faith sharing opportunities between generations to be presented during Worship, Sunday School, and retreats
- Adults/retired groups to attend high school and college campus events and share meals with CRUMC youth
- Train all age groups (youth through seniors) to minister to those in need through Ministries of Care
- Assist with transportation needs of youth and seniors
- Create a youth speakers panel to discuss relevant topics impacting teens for Adult Sunday School classes or retreats
- Enhance Family Life Ministries within the congregation and community with movies, dinners, picnics, camping opportunities
- Expand Family Mission Experiences

# CRUMC Strategic Plan

## Worship and Music

- Worship will be designated one of CRUMC Signature/Focus ministries where the congregation can experience Truth, worship God and feel God's presence with a goal of 3,000 worshipers weekly
- Plan all components of Worship to be Relevant, Vibrant, Vital , Impacting and Transformational
- Expand a “congregational connection” by providing history and context in all areas of Worship with a variety of presentation styles by each Liturgist
- Create a culture of worship that fosters a time of welcoming and fellowship in the sanctuary followed by a time for personal preparation for worship
- Dynamic worship should be “comfortably crowded” not “un-comfortably un-crowded”
  - Consider adjusting the number of worship services from 3 to 2 services

# CRUMC Strategic Plan

## Worship and Music

- Explore methods to avoid the perception that worship is on a “clock” or rushed
- Improve welcoming of new members
  - Avoid the harried approach of moving the new members out of the sanctuary
  - Offer an opportunity for rededication of members
- Congregational participated singing of Praise & Worship/Contemporary music will become a key offering of worship
- Expand inter-generational/lay member participation in worship (greeting, prayer, video, text, music, personal testimonies of mission/service)

# CRUMC Strategic Plan

## Worship and Music

- Establish a Worship Committee which includes clergy, staff and lay members to reflect on worship opportunities that are anointed by the Holy Spirit and empowers CRUMC's members, guests and the community
  - Appointed lay members should reflect the demographic of our current congregation as well as our unmet demographic
  - Committee's charge is to address all components of worship including, but not limited to, the following: use of consistent and relevant themes, worship times and lengths, Alternative Worship, and music of various genres
- In accordance with the United Methodist Church Book of Discipline 2008, the Worship services are the charge and ultimate responsibility of the Senior Pastor

# CRUMC Strategic Plan

## Youth

- The Youth Program will be designated a Signature/Focus ministry with the primary goal to deepen the faith of the youth
- Establish a Youth Advisory Council (YAC) immediately.
  - The YAC will consist of youth staff and lay individuals appointed by the Senior Minister. The YAC will act as a collegial group of peers developing and discussing all youth programming (including, but not limited to: curriculum, worship message, off-site programming) to ensure consistency with “The Road Way”. YAC will report directly to the Senior Minister.
- Development of faith foundations by adhering to CRUMC Mission Statement, Vision Statement and Road Way Objectives
  - Keeping eyes on biblical truth in all teaching and messages - not watering down or making controversial the truth of biblical teachings
  - The Road Way’s goal is to develop youth strong and secure in their Christian beliefs and values during this impressionable age

# CRUMC Strategic Plan

## Youth

- Implement an active welcoming, follow up and evangelism program component
- Intentionally train for leadership development of youth and lay volunteers
- Additional hiring to bring Youth staff up to desired levels. Intentionally hire to meet the demographic needs of youth congregation - specific addition of female staff
- Significantly increase Program Council budgetary allocation to the Youth area

# CRUMC Strategic Plan

## Evangelism

- Train the church to be a welcoming and inviting church
- Guide the church on a relaxed, conversational approach to evangelism for our work place and neighborhoods
  - Minister of Evangelism to create specific curriculum for Sunday School and an annual sermon series
- Boldly communicate membership expectations to existing and prospective members (prior to joining) and through annual sermon series
  - Worship attendance
  - Regular participation in faith-growing activities (SS, Bible study, home study, retreats)
  - Annual giving of time in Christian service through ministry of CRUMC
  - Financial giving with increasing annual goals
- Prior to membership attend a “Coffee with the Pastor” at his home
  - Discuss church ministries, Pastor’s story, church’s history, church's future
- Hire an additional staff member to support Evangelism ministry
- Expand reach to community (i.e., host movies, picnics, camping trips)

# CRUMC Strategic Plan

## Missions

- Mission 365 – Church in mission every day
- Additional Mission funding allocation
  - Goal of CRUMC's annual budget is to tithe to Missions
- Host Ministry and Mission fairs to showcase ministry and ease involvement process
- Establish a permanent location or structure in Fellowship Hall for Missions information and opportunities
- Track all volunteer time and publicize to the congregation

# CRUMC Strategic Plan

## Adult Ministries

- Expand and fund Alpha program
- Grow Senior Adult Ministries (SAM Groups) - Expand lay leadership for the groups of Spirituality, Education, Nutrition/health, Inter-generational, Outreach, Recreation, Social
- Senior Initiatives - Increase senior mission programming - Explore senior revival  
Enhance utilization of spiritual gifts of seniors
- Excellence in Sunday School
  - Expand our curriculum
  - Further develop Sunday School groups into welcoming groups and offer additional training for our leaders
  - Form small groups task force to build ownership and leadership in small group ministry (vision new format of studies)
  - Explore implementation of weekday offsite small groups for people to explore faith and experience
- Excellence in Bible Studies
  - Expansion of curriculum that reaches all stages of faith and ages
  - Continued membership growth and assimilation through spiritual gifts class
  - Train additional facilitators and connectors for spiritual gifts ministry

# CRUMC Strategic Plan

## Ministries of Care

- Alzheimer's Respite Program
  - Continue growth and expansion of program, including exploring addition of second weekday program
  - Addition of Sunday morning respite program so caregivers may attend worship
- Strategic hiring of female clergy for pastoral care needs and one part time staff person in congregational care area
- Expand adult care programming for Marriage Ministry, Celebrate Recovery and Heart of Harts
  - Marriage Ministry to include a regular rotation of classes, retreats and social events implemented by a trained committee
  - Provide training opportunities for staff and lay leadership to enable implementation of Celebrate Recovery programs (12-step programs) as community needs dictate
  - Establish Heart of Harts Foster Relief training program that will train and certify families to be respite providers to local foster families
- Expansion of Friday NITE Friends Respite to include monthly teen program for ages 15-18

# CRUMC Strategic Plan

## Children's Ministries

- Strategic hire who specializes in, and will oversee, Children's Ministry
- Pastoral Care and Spiritual Formation for children
  - Collaborate with Ministries of Care to offer Pastoral Care to include counseling for children.
  - Explore opportunities to partner with other organizations who have existing programs to offer pastoral care courses and support groups for children
  - Implement programs and classes for parents that emphasize the spiritual development of their children
- Create a Bridge program for 5<sup>th</sup> graders similar to the existing "tweener" program with a separate curriculum, learning space and activities
- Under leadership of the new children's ministries strategic hire, make improvements to elementary Sunday school by implementing ideas such as large group gatherings for praise/worship during Sunday school
- Expand summer offerings beyond Vacation Bible School
- Inter-generational activities that incorporate fellowship and mission work
- Expand weekday and weekend Bible study opportunities for children

# CRUMC Strategic Plan

## Organizational Structure and Design

### Staff-Parish Relations Committee

- Review our current organizational structure, in consultation with the Senior Pastor, and establish the best structure of clergy and staff positions needed to carry out the mission and ministry of the congregation
- Review job descriptions and titles for clergy and staff positions, in consultation with the Senior Pastor, and make any necessary adjustments to fully describe position requirements and expectations allowing for measurability and accountability
- Review our current clergy and staff members, in consultation with the Senior Pastor, in the use of gifts, skills, time and priorities for the demands and effectiveness of the mission and ministry of the congregation and recommend the best alignment of position and gifts
- Explore necessity and feasible time frame of an Executive Pastor

# CRUMC Strategic Plan

## Staffing & Budget <sup>1</sup>

### STAFFING

	<u>Care</u>							
	<u>Ministry</u>	<u>Evangelism</u>	<u>Childrens</u>	<u>Adults</u>	<u>Worship</u>	<u>Music</u>	<u>Youth</u>	<u>Missions</u>
Current (FTEs)	3.3	1.3	3.4	2.5	2.9	3.9	2.1	1.3

Proposed FTE Allocation:

2010			+1 4.4				+2 4.1	
2012	+1 4.3	+0.5 1.8				+1 4.9	+1 5.1	
2015	+0.5 4.8	+0.5 2.3		+1.5 4.0			+1 6.1	+0.5 1.8
2020	+0.5 5.3	+1 3.3	+0.5 4.9	+0.5 4.5		+0.5 5.4	+1 7.1	

<sup>1</sup> Staffing and Program Council recommendations represent a basis for allocation and prioritization of available resources

# CRUMC Strategic Plan

## Staffing & Budget <sup>1</sup>

### PROGRAM COUNCIL BUDGETS

(000's)

#### Care

	<u>Ministry</u>	<u>Evangelism</u>	<u>Childrens</u>	<u>Adults</u>	<u>Worship</u>	<u>Music</u>	<u>Youth</u>	<u>Missions</u>
Current	\$ 22	\$ 40	\$ 37	\$ 30	\$ 41	\$ 43	\$ 30	\$ 6

Proposed Budget Allocation:

2010		+\$5 \$45	+\$5 \$42				+\$30 \$60	+\$5 \$11
2012	+\$5 \$27	+\$5 \$50		+\$5 \$35	+\$5 \$46	+\$10 \$53	+\$30 \$90	+\$10 \$21
2015		+\$10 \$60			+\$5 \$51	+\$5 \$58	+\$35 \$125	+\$25 \$46
2020	+\$5 \$32	+\$5 \$65	+\$5 \$47	+\$5 \$40			+\$50 \$175	+\$50 \$96

<sup>1</sup> Staffing and Program Council recommendations represent a basis for allocation and prioritization of available resources

# CRUMC Strategic Plan

## Implementation

- Recommendations approved by Charge Conference on November 22, 2009
- Church Council will appoint subcommittees by February 1, 2010 to immediately begin working with Clergy/Staff to assist in implementation and to review implementation plan monthly. These subcommittees will be available to assist in planning, facilitation, budgeting and recruiting to assure recommendation items move forward in a timely manner while not overwhelming current Clergy or staff.
- Each Ministry area will immediately begin to prepare an implementation plan which includes a timetable for each action item and the number of lay members needed to assist in implementation if current staff is insufficient. Implementation Plan will be delivered to Church Council by April 1, 2010.
- Church Council Subcommittees will distribute monthly updates beginning May 1, 2010 to Church Council Co-Chairs who will assess and give feedback
- All committees of the church will be advised of the approved Strategic Plan and will conduct the actions of their committee in accordance with this Strategic Plan

# CRUMC Strategic Plan

## Summary

- Adhere to Mission Statement, Vision Statement and The Road Way
- Sunday morning Worship and Youth to be our Signature/Focus ministries and as such we will intentionally staff and budget accordingly
- Evangelism and Missions will receive heavy emphasis as we purposely reach outside of our walls to further God's Kingdom
- Continue and expand our Friday NITE Respite and Special Needs Ministries
- Youth Advisory Council (YAC) to be implemented immediately

# CRUMC Strategic Plan

## Summary

- All staff hires and budget allocations will adhere to/comply with the Charge Conference approved Strategic Plan
- Reliance on, and expectations of, the congregation must increase
- We will be inter-generational
- SPRC will evaluate organizational structure and job descriptions of all Clergy and staff
- Church Council will immediately begin oversight and implementation of this plan

**“If we are to achieve results never before accomplished, we must employ methods never before attempted.”**

- Sir Frances Bacon

The background of the slide features several thick, light gray, wavy lines that flow from the bottom right towards the center, creating a sense of movement and depth.