ACHIEVING EXCELLENCE IN MINISTRY

A STRATEGIC PLAN OUTLINE

FIRST
UNITED METHODIST CHURCH
BURKBURNETT, TEXAS

2007-20XX

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PASTOR

A PLAN BASED ON A CONSULTATIVE STUDY AND A VISION
AND VALUES WORKSHOP CONDUCTED BY CHURCH
DEVELOPMENT AND FINANCE ASSOCIATES, DALLAS, TEXAS
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FACTORS AND EVENTS IN LAST FIVE YEARS (INTERNAL AND EXTERNAL) THAT HAVE BROUGHT FIRST UNITED METHODIST CHURCH TO ITS CURRENT STATUS.

(Participants were divided into three Table Groups for discussion. Conclusions were then presented to the entire body for discussion and consensus)

TABLE OF MARK:
Youth Ministries-strength
Lack of diversity:
  Age, Color, Economic, Involvement
Leadership Make-up
  Leadership Council, Margit, Female Pastor, Music Minister
Transitional Congregation
  Shepherd AFB, College/young potential members
Building (Infrastructure)

TABLE OF MARY:
Competition for time
Changing Values
Trends Due to Industry/Shepherd AFB and WF Metro
Youth Ministries
Traditional Vs. Contemporary Worship
  Age Vs. Youth

TABLE OF MARTHA:
Casualization of Society
Growth of Non-denominational church
Comfort breeds complacency
Redirection of the church toward the younger crowd

CONSENSUS
Youth Ministry
Trends in Worship Service
Changing Society
Competition for Time
Building
THE HEALTHY CHURCH

Research has indicated that successful small churches in America, regardless of denomination, which are designated as successful by the measure of numerical growth, and spiritual development (Ephesians 4), share the following characteristics:

1. **A caring climate**
   - Emphasis on fellowship
   - Individual focus
   - Shepherding mentality, caring for people

2. **Quality Sunday School**
   - Five classes from pre-school through high school
   - Biblically based classes
   - Major emphasis on quality nursery

3. **Inspiring worship hymns:**
   - Equal number of 4 types of hymns:
     - Gospel-composed 1879-1940
     - Classic-composed 1517-1870
     - Early contemporary-composed 1960-1980
     - Late contemporary-composed since 1980
   - Accompaniment is up-beat rather than slow
   - Other instrumental accompaniment is used.

4. **Enthusiastic invitations and hospitality**
   - First time visitors receive 3 friendliness signals:
     - Letter from pastor
     - "Front-porch visit" by lay first 24 hours
     - Welcoming phone call following Saturday (lay)

5. **Adequate facilities**
   - Up-to-date nursery, restrooms, elementary furniture, and clean foyer with welcoming staffing by laity.

6. **Annual stewardship education**
   - Emphasis on need of Christian to give.
   - Focus on “the joy of giving” to ministry, not program
   - Results in increase of $200-400 per worshipper per year

7. **One or two new events or programs per year.**
   - Emphasis on Biblical, spiritual, musical needs.
   - Offers external communication in behalf of new programs

8. **First-class printed materials**
   - Worship bulletins, brochures, newsletters are prepared with an eye to quality.
9. **Strong prayer emphasis**
   Prayer is central to worship, pastor prays in homes of people, prayer chains or other organization for prayers are emphasized, printed materials highlight prayer.

10. **Planning procedures that maneuver through the classic Plateau stages:**
    Average worship attendance-40: Add more elementary classes and one adult class.
    
    Average worship attendance-70: put resources and emphasis on evening youth ministry.
    
    Average worship attendance 100: organize more adult groups for Sunday School and as "side-port' entries.

**CORE VALUES/MISSION STATEMENTS**

A consensus Mission Statement is always central to the life of an organization. Based on the Core Values, or basic beliefs, and reflecting those beliefs, a Mission Statement defines the reason for existence of an organization. It says to others “This is who we are, this is why we are here, and this defines our purpose in the world. More importantly, it keeps before an organization its central purpose, and holds that organization accountable to its stated purpose in all its undertakings.

Participants in the **Vision and Values Workshop** expressed the following **Core Values** as central to the identity of **FIRST United Methodist Church**:

**The Table of Mark:**

- Feed Me!
- We feel the presence of the Lord in our church family
- We love and have faith in the Lord
- Unlimited potential
- Traditional
The Table of Martha:

- Family
- Job/self/possessions/faith
- Satisfied to not expect much
- We do what it takes to get by
- Come to each others needs

The Table of Mary:

- Supporting faith membership/staff of our church
- Faithfulness
- Christ centered service
- Youth
- Praying, living, loving with the heart of Christ

No consensus was developed. The congregation is asked to reflect upon and conclude what the motivating core values are for First United Methodist Church, using the above ideas as starting points.

**MISSION STATEMENTS**

Based on the above Core Values, the following statements of the Mission of First United Methodist Church were presented.

Mark:

The mission of First United Methodist Church is to glorify God by making disciples of Jesus Christ; sharing the Gospel in Word and Deed.

Mary:

The mission of our church is to make disciples of Jesus Christ by nurturing people of all ages in Christian living by sharing the Gospel in word and deed.
Martha:

The mission of First United Methodist church is to make Disciples of Jesus Christ through relationships, fellowship and mission with others.

CONSENSUS MISSION STATEMENT: No consensus mission statement was selected. The process will require serious consideration of the church's mission by the congregation as a whole.

GOALS:

From the Core Values, and the Mission Statements of each table grouping, the following goals were developed, from which a priority of goals will need to be derived. Goals are broad-based statements of achievements desired by the congregation and as such are central to the development of the VISION…the desired future of the church. Goals MUST be tested against the core values and consistent with the mission statement to be truly a part of the Church’s vision.

Table of Mark:

- All pews full with active members
- Active outreach programs
- Financial stability
- Safe and sound structure with a Family Life Center
- Most spiritually uplifting worship services
- More males involved spiritually in leading

Table of Mary:

- Modernize and sustain First United Methodist Church as a core part of Burkburnett
- Grow and strengthen our children and you ministries
- Open the doors of the church to as many Christ centered opportunities as possible
- Increase church awareness in faith duties
Table of Martha:

**We want to be known as:**
- Safe gathering base for youth
- Reach out to Survivor Generation (Ages 22-45)
- Building Improvement
- Increase our volunteer base
- Offer a cross-section of worship experiences

**CONSENSUS**

- Great Children/youth program
- Building/facilities to support ministries at this point in time
- Spiritually Uplifting Options
- Active Outreach Programs
- Inviting and welcoming Church

**IMPEDIMENTS TO ACCOMPLISHING GOALS:**

- Resistance to change
- Facilities
- Land
- Volunteers–Involvement
- Need for more prayer
- Lack of Faith
- Vision for future
- No buy-in
- Lack of younger members
- People being too comfortable
# OBJECTIVES

## REACH AND RECEIVE
**Evangelism**
- Associate Pastor to help with visitors/new members
- Follow-up Program
- New-open staff office
- Paid youth minister
- Purchase property around church for future improve.
- Create facility that enables youth to host events rather than going elsewhere
- 100% contact/visitors & shut-ins
- Transportation and drivers
- Staffing: Kathy, Margit, Jan, youth minister, evangelism/education/outreach
- Have 4 full-time greeters.
- Commitment for people to be greeters

## RELATE TO GOD
**Congregational Life**
- Complete remodeling for education bldg.
- Audio/visual systems in worship
- Upgrade entire church/rooms
- Senior high aver att. In SS-25
- Add multi-media capability to sanctuary
- Buy a people mover bus
- Children/youth materials unlimited
- Food facilities
- Gut 1st floor of educa. Wing/remodel as youth
- Praise music during worship
- Media center/fellowship hall
- Repair roof once and for all
- Add full-time youth director
- All systems (air, heating, plumbing updated/working
- Audio/video for youth/FLC
- Up-date, remodel, refurbish educational wing
- Offer more youth led services
- Buy Burk library and convert to youth facility
- 50 member choir
- Instrumental music during worship
- Add breakfast coffee bar-“Holy Grounds”
- New technology/audio/visual

## NURTURE IN FAITH
**Spiritual Life**
- Update children’s educational bldg;
  A/C, furniture, appeal to youth
- House for youth in future
- Add minister of music
- Stewardship/spiritual trng.
- Financial support to cover all activities
- Offer contemporary
- Add alternative music experiences;
  Instruments, singers, bell choirs, drama
- Instruments, singers, bell choirs, drama
- Add associate pastor
- More Staffing, facilities, youth director

## SEND TO SERVE
**Missions**
- Sponsor youth mission outside US border
  (Partner with another church)
- Summer mission trip
  (200 people)
- Sunday School teachers for all classes
- Bowling alley
- Newcomer church tours
- Continue to serve at
- In-house home repair team
- Faith Mission regularly
- Transportation resources-Expand fleet and types.
Action plans, updated annually, are prepared from the prioritized list of objectives, showing how objectives are implemented. They include specific implementation tasks, resources and time lines to achieve the stated objectives.

Units (staff, task forces, committees, etc.) prepare the plans to be consistent with the mission, goals, and objective of ACHIEVING EXCELLENCE IN MINISTRY. To facilitate such efforts, ACTION PLAN forms are included in the appendix.

Action plans are organized according to the following format. Each assignment will reflect a stated objective or sub-category of that objective. Personnel assignments are then listed in a separate column, with a report date clearly defined. Some examples of how this might work are:

<table>
<thead>
<tr>
<th>AREA</th>
<th>ASSIGNMENT</th>
<th>PERSONNEL</th>
<th>DUE DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Relate to God</td>
<td>Youth led services</td>
<td>Pastor/Youth. Co.</td>
<td>Dec. 15, 08</td>
</tr>
<tr>
<td>Nurture in Faith</td>
<td>Volunteer greeters, etc.</td>
<td>Worship Task Force</td>
<td>Dec. 1, 08</td>
</tr>
<tr>
<td>Missions</td>
<td>In-house home repair</td>
<td>Task Force/Missions</td>
<td>Jan. 1, 08</td>
</tr>
</tbody>
</table>

(Note: All the above are merely samples chosen at random with arbitrary dates assigned as examples of how an ACTION PLAN might look once priorities are set by the Leadership Council. The Church Council will set priorities after response has been received from general membership meetings.)

Obviously, all of the objectives listed cannot be done at once. That is why PRIORITIZATION is essential. After the congregation has reviewed these objectives, and input is sought from every member, a list of priorities should be selected in each area, with the Administrative Council, Board, or other governing body, approving the perfected objectives. When this task is completed, there will be a clearly defined program, which the congregation will support, and this perfected document (plan) will actually be a SHARED VISION for the church. There is, then, much work to be done, as the congregation begins to review, add, and delete goals and objectives. Then, the work of the leadership will be to move the perfected vision into action plans, with assignments, evaluation, etc.
IMPLEMENTATION, MONITORING, EVALUATION

IMPLEMENTATION

Implementation of **ACHIEVING EXCELLENCE IN MINISTRY** occurs at all levels of the church’s organization.

Staff members are responsible for ensuring that selecting appropriate strategies and implementing related action plans attains the objectives, by following-up, providing necessary resources, opening avenues by which accountable parties may measure their progress.

Leadership (Board, council, etc.) selects primary leaders of each program or project, and then allows those leaders to select those with whom they will work.

All administrators develop performance review plans that reflect responsibilities related to their position descriptions, action plans, and strategic objectives.

MONITORING

The pastor or responsible staff member, or chairpersons of a committee or task force monitor implementation efforts on a regular basis and take corrective actions to ensure that implementation is proceeding in an appropriate and timely manner.

EVALUATION

A program evaluation measures the success in meeting **ACHIEVING EXCELLENCE IN MINISTRY** objectives by comparing outcomes to targets. This evaluation provides both leadership and membership with information for assessing progress toward objective attainment.

A process evaluation examines the strategies and their implementation. The evaluation allows the church of adjust strategies, action plans, and resources to attain the objectives.

REPORTING

An **ACHIEVING EXCELLENCE IN MINISTRY** progress report to the congregation and individual objective progress reports document the attainment of objectives. Reports are prepared quarterly for objectives linked to near term action plans. Reports for long term objectives are prepared, as needed and appropriate.

The pastor, staff, and members of the governing body prepare quarterly performance evaluation reports on the attainment of objectives by status inquiries, time-line comparisons, and percentage of work completed. *This is a most important step, and these reports should be written and filed, not simply delivered orally. In this way, a tracking method may be used to evaluate how a program is developing.*
In order to attain the objectives of this 2-5 year plan, adequate budget resources must be made available. Therefore, annual budget allocations are linked directly to the attainment of objectives and strategies. That is, budget planning, begins with these objectives and strategies, and their priorities are decided upon in the initial budgeting process.  

*Budgeting from MISSION rather than need is essential in achieving a strategic plan for ministry.* Some strategy implementation will begin immediately with others being phased in on an annual, or other, basis. It is important to select the objective, time line it into the plan, and then move toward securing funds to see it brought to full fruition.

All areas of the church’s life are asked to incorporate **ACHIEVING EXCELLENCE IN MINISTRY** priorities into their budget requests. Thus, all requests support the **SHARED VISION** that the congregation has adopted.

### ADDENDUM I

**STRATEGIC ACTION PLAN**

**IMPLEMENTATION SCHEDULE**

<table>
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<th>Improvement Strategies</th>
<th>Person(s)</th>
<th>Resources Needed</th>
<th>Time Line</th>
<th>Funding Budget</th>
<th>Special Offering</th>
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<td>Assigned</td>
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ADDENDUM II

GUIDELINES FOR FOLLOW-UP TO VISION AND VALUES WORKSHOP

It is essential for every member of the congregation to have an opportunity to read and reflect on this report. The most effective way to accomplish this task is to organize small groups. These groups will each meet with a facilitator, preferably one of the church leaders who participated in the Vision and Values Workshop.

The small groups may be organized in any way that is suitable to the congregation’s customs and structure. Different churches organize in different ways. Some organize by assigning small groups together in neighborhoods for home meetings. Others assign leaders to invite a portion of the church’s roll into pre-designated homes of selected families. Still others have a series of larger fellowship groups meeting at the church on consecutive nights. There are any number of ways to do it. Whichever way your church chooses, please remember the following:

*Extend a personal invitation to every member, either by telephone or by a personal invitation from the host of the meeting.*

*Assign members in a cross section of the membership: age, length of membership, gender, etc. Please do not assign groups based on existing social groups in the church, i.e. Sunday School classes, etc.*

*Assign facilitators to each group who will represent the report, and then listen for feedback. TAKE GOOD NOTES! Do not be defensive or argumentative. Use the report as the springboard for ideas and discussion, but do not defend the report as the only way! Allow people to disagree, and note that disagreement, and other ideas. Try to keep everything on a positive note by reassuring everyone that their ideas are valued and will be reported back to the administrative body.*

*Following the meeting, organize your notes in a clear, reportable format, so that they are easily interpreted and understood.*

Once the process is completed, come together as a leadership team, report the findings of the group meeting, determine the priorities that have emerged from the congregation, and prepare (through an assigned team) a strategic plan that can be presented to the Administrative Council or Board. The last step is the design of the plan that, when completed (priorities and time-lines) will result in a Strategic Action Plan for the next 3-5 years. This plan will be revisited at least annually, but it is the VISION of the congregation in a useable, functional form.