

BASIC INFORMATION

What is the name of the project?

The name of the project is **MINISTRY PLAN DEVELOPMENT**.

It could also be named as **STRATEGIC PLANNING, STRATEGIC MAPPING & MAPPING CONGREGATIONAL HEALTH AND GROWTH**.

Where does the project come from?

The project comes from the **Appointive Cabinet**.

Is the project mandated by the Appointive Cabinet?

YES.

Who is the project addressed to?

The project is addressed to all local (individual) congregations (not pastoral charges).

Who is responsible for the project?

The pastoral/clergy team, chair of the Pastor/Staff Parish Relations Committee, and chair of the Administrative/ Church Council are jointly responsible.

What is the timeframe?

The final draft of the Ministry Plan (for a minimum of 4 and a maximum of 7 years) is to be submitted to the district or regional office by **March 31, 2009**.

What is the process?

Those who are responsible (pastoral/clergy team & two lay leaders as listed above) are to be trained in September & October 2008.

A Prayer Team is to be developed in each local congregation.

Communication to the congregation is to be made at each church/charge conference.

Input from both Resource Teams and Ministry Teams is to be gathered and included in the process. Congregational gatherings in large/small groups are encouraged.

All local congregation members/disciples are to have a copy of the completed Ministry Plan.

A schedule of events is suggested on page #12.

What is the sense of urgency?

UM Membership decreased from 2006 to 2007 by 3.85%

UM Membership decreased from 2000 to 2007 by 14.9%

UM Worship attendance decreased from 2006 to 2007 by 3.89%

What can we do to reverse the current trend?

PURPOSE (why...?)

Theological

Great Call

Great Commandment

Great Commission

Great Connection

Ecclesiological/Church

A Shift **FROM...**

TO...

Maintenance

Survival

Solo ministry

Traditionalism

Where we have been

Consumption

Year to year

Closure

Drowning in minor issues

Nominal Christianity

Mono culture

What we are for or against

Giving to the budget

Personal agenda

Parliamentarian (rules)

Mission & ministry

Thriving

Ministry in community/partnership

Creativity & innovation

Where we are going

Investment

Long term goals & plans

New beginnings

Drawing people to God's love

Active/participating discipleship

Multi culture/ethnic

What we are accomplishing

Supporting the mission & ministry

"Servolution" [movement of serving]

Discernment (grace)

Missiological/Missional

Keeping pace with population growth

Fun of planning & envisioning a future with hope

Creating energy, excitement & passion for a better & a brighter future

Opportunity to assess strengths, weaknesses, issues & potential growth

Opportunity to put our faith to test (risk taking)

Opportunity for long-term appointment

Opportunity for developing new ministries

Doing church differently in the 21st century

MODELS Part 1

Each year of the Ministry Plan must include the following:

- I. Ministries
- II. Specific, measurable goals for each area of identified ministry
- III. Strategy or method to achieve the goals
- IV. Anticipated outcome/results
- V. Measuring/evaluation tools to assess:
 - How we have accomplished our goals?
 - Why we have not accomplished our goals?
 - What has worked well?
 - What has not worked?
 - What could we do better?
- VI. Accountability person(s)
 - Who will initiate?
 - Who will implement?
 - Who will be part of the process?
 - Who will be part of the team?
 - How will accomplishments be celebrated?

2009	2010	2011	2012
Ministries	Ministries	Ministries	Ministries
Goals	Goals	Goals	Goals
Strategy	Strategy	Strategy	Strategy
Outcome	Outcome	Outcome	Outcome
Evaluation	Evaluation	Evaluation	Evaluation
Accountability	Accountability	Accountability	Accountability

MODELS Part II

1. General Church Model-Ministries

Ministries	2009	2010	2011	2012
1. <i>Renewal of Congregation:</i> Goals Strategy Outcome Evaluation Accountability				
2. <i>Starting New Congregation:</i> Goals Strategy Outcome Evaluation Accountability				
3. <i>Ministry with the Poor:</i> Goals Strategy Outcome Evaluation Accountability				
4. <i>Ministry with the sick (global health):</i> Goals Strategy Outcome Evaluation Accountability				
5. <i>Leadership Development:</i> Goals Strategy Outcome Evaluation Accountability				

2. Membership Covenant Model-Ministries (UMH Page # 38 & 48)

Ministries	2009	2010	2011	2012
1. <i>Prayers:</i> Goals Strategy Outcome Evaluation Accountability				
2. <i>Presence:</i> Goals Strategy Outcome Evaluation Accountability				
3. <i>Gifts:</i> Goals Strategy Outcome Evaluation Accountability				
4. <i>Service:</i> Goals Strategy Outcome Evaluation Accountability				
5. <i>Witness:</i> Goals Strategy Outcome Evaluation Accountability				

3. Book of Discipline Model-Ministries (N.O. W. L. Model) BOD ¶252

1. NURTURE 2009, 2010, 2011, 2012

- Christian education
- Worship
- Membership care
- Small groups
- Stewardship

2. OUTREACH

- Church & society
- Global ministries
- Higher education
- Campus ministry
- Health & welfare
- Christian unity
- Religion & race
- Status and role of women

3. WITNESS

- Faith & service
- Communications
- Lay speaking ministries
- Evangelistic efforts

4. LEADERSHIP DEVELOPMENT

- Developing clergy & lay leaders
- Preparing new leaders

4. Value-Driven Model-Ministries (Gil Rendle)

What are the values, core values, and guiding values?

What are the resources?

What will our congregation want or need (in the future years) that would excite and energize the members/disciples?

Identify the areas of ministries.

What would our congregation look like in (the future years) 2009, 2010, 2011, 2012?

How would our congregation be rewarded or punished about issues of change?

5. Bishop Schnase's Model-Ministries

Bishop Robert Schnase, "Five Practices of Fruitful Congregations"

Radical hospitality

Passionate worship

Intentional faith development

Risk-taking mission and service

Extravagant generosity

6. Natural Church Development Model-Ministries

Christian A. Schwartz, “Natural Church Development”

- Empowering leadership
- Gift-oriented ministry
- Passionate spirituality
- Functional structures
- Inspiring worship service
- Holistic small group
- Need-oriented evangelism
- Loving relationships

7. Vital Signs Model-Ministries 2009, 2010, 2011, 2012

Dan Dick, “Vital Signs: A Pathway to Congregational Wholeness”

- Sense of identity
- Shared clarity of purpose
- Focus of the congregation
- Awareness and understanding of God’s vision for the church
- Governing and guiding values
- Impact awareness
- Leadership
- Role of the appointed pastor(s) & staff
- Programmatic design
- Organizational structure
- Money
- Worship
- Education
- Relationship to the community
- Relationship to the connectional system

8. Healthy Church Model-Ministries 2009, 2010, 2011, 2012

Thabiti M. Anyabwile, “What is a Healthy Church Member?”

For Christians, playing an active part in the local church is not optional. God intends for believer to contribute to the mission of the local church and experience profound spiritual growth. This resource shows church members, pastors, and church leaders what a healthy church member looks like...

9. Congregational Transformation Model

Jim Herrington, Mike Bonem, James H. Furr, “Leading Congregational Change”

This model creates a learning team in which a new vision can emerge. This is a track of generative learning – of seeking new pathways to contemporary challenges. The model has three major interdependent and interactive components: spiritual and relational vitality, an eight-stage process for change, and four essential learning disciplines.

10. Churches Planting Churches Model

Robert E. Logan and Steven L. Ogne

This model gives birth to a new faith community/congregation. The congregation gains a vision for church multiplication, prepares to become a parent church, gains support of key leaders, cultivates congregational commitment, determines parenting methods and resources, identifies cross-cultural issues, mobilizes church planters, selects appropriate target communities, develops a gathering and launching strategy, and prepares for release, recovery, and reproduction.

11. Diagnostic Model for Assessment and Planning

Kennon L. Callahan, “Twelve Keys to an Effective Church” (1983)

In contrast to a data-collection model, this model concentrates on several central characteristics in the local church and its regional ministry that are considered critical to substantial, solid planning for mission. The model includes twelve characteristics of effective, successful congregations. Six characteristics are relational; six are functional. The six relational characteristics are: specific, concrete missional objectives; pastoral and lay visitation; corporate, dynamic worship; significant relational groups; strong leadership resources; streamlined structure and solid, participatory decision making. The six functional characteristics are: several competent programs and activities; open accessibility; high visibility; adequate parking, land, and landscaping; adequate space and facilities; solid financial resources. The relational characteristics are the sources of satisfaction in a congregation. The functional characteristics, if not in place, are the sources of dissatisfaction in a congregation. There is no direct correlation between the two lists of characteristics.

12. Ministry Mapping Model

Thomas G. Bandy, “Moving Off the Map” (1998)

This model focuses on systemic change rather than programmatic change, on ministry mapping rather than strategic planning. It focuses on leadership development, not planning. Ministry mapping is on site, not long distance. It is omnidirectional, not linear. It is contextual, not uniform; preformed by explorers, not by technicians. It relies on spiritual disciplines and activities, not property or programs. It follows individual initiative, not a chain of command. It expects constant deviation rather than allowing little deviation. Mapping includes identifying the cultural topography, setting benchmarks, marking hazards, drawing contour lines, developing exploration teams, as well as locating base camp and mission units.

13. Redeveloping Congregations in Decline Model

Alice Mann, “Can Our Church Live?” (1999)

This model attempts redevelopment in the face of serious decline in a congregation by: recognizing the death of the congregation’s previous identity and purpose; reallocating the bulk of the congregation’s resources to discovering and living out a new identity and purpose; finding and empowering leaders who can, in effect, start a new congregation on an existing site; caring for the remaining members of the previous congregation – sometimes by providing a separate chaplaincy ministry as long as it may be needed.

The redevelopment congregation finds substantially new answers to the three formation questions: Who are we? What are we here for? Who is our neighbor?

14. L3 Leadership Incubator Model [Currently followed by the Cabinet]

Barry Carpenter, Craig Kennet Miller, Craig Robertson, “L3 Leadership Incubator Kit” (2005)

This model seeks to create an environment in which spiritual leaders and ideas are born, nurtured, and developed through and as a team. The three Ls represent loving God and neighbor, learning, and leading. The Incubator Process has six phases. Each phase has tools to move participants through the process. The six phases are: (1) personal vitality (tool is the Personal Vitality Indicator); (2) I-MAP, including team (tool is Steps for Team Building), context (tool is an indicator designed to help a congregation picture its current reality and to discover the congregation’s key driver), vision (tool is the vision template), strategy (tool is a template to multiply ministries), and implementation. Participants in the Incubator make a commitment to meet twice a month for four hours each time for 18 months for peer learning and support as they develop a ministry plan for their congregation. As a group, they learn a process that will help them develop disciple-making ministries. Circuits have used this model effectively for seeking ministry opportunities in the circuit mission field.

15. Sam’s “SHIP” Model-Ministries [2008 Lenten Study]

Ministries	2009	2010	2011	2012
1. <i>Worship:</i> Goals Strategy Outcome Evaluation Accountability				
2. <i>Discipleship:</i> Goals Strategy Outcome Evaluation Accountability				
3. <i>Stewardship:</i> Goals Strategy Outcome Evaluation Accountability				
4. <i>Leadership:</i> Goals Strategy Outcome Evaluation Accountability				
5. <i>Fellowship:</i> Goals Strategy Outcome Evaluation Accountability				
6. <i>Friendship:</i> Goals Strategy Outcome Evaluation Accountability				
7. <i>Lordship of Christ :</i> Goals Strategy Outcome Evaluation Accountability				

RESOURCES (provided by Ric Olson) Part I

- a. Demographic Sources:
 - i. *Percept* (www.link2lead.com)
Register for free. Create your customized study areas, print your FirstView (6 page) report. Print Ministry Match (1 page) report for community needs.
 - ii. *MissionInsite* (www.missioninsite.com)
Register for free. Create your customized study areas, print your QuickInsite (4 page) report. Print thematic maps for your community around your church, charge or circuit.
 - iii. *Claritas iMark Online*. For more detailed reports, contact Ric Olson, Coordinator of Congregation and Circuit Development for assistance.
- b. Congregational Survey Resources
 - i. *Natural Church Development*
For 30 surveys for key laity and 1 for the pastor, contact Ric Olson, Coordinator of Congregation and Circuit Development for assistance and a discount.
 - ii. *Church Vitality Indicator*
For online surveys for the laity, contact Ric Olson, Coordinator of Congregation and Circuit Development for assistance.

SUGGESTED SCHEDULE

September & October '08	Training clergy and lay-P/SPRC & Church Council
November '08	Resolution/covenant at Church/Charge conference Appointing a Prayer Team by the Church Council Assessment of local congregations (fill out the form)
December '08	Making use of four Advent Sundays to educate the local congregations through preaching, teaching, small groups & other avenues & create excitement about future Identify groups, leaders, persons, teams and others to be part of the process Schedule meetings Set criteria for choosing a model Set boundaries Ask questions & clarifications
January '09	Educate and establish the purpose Choose a model & ministries Four year or seven year plan...? Begin the process
February '09	Ministry Plan Draft 1
March 1-15 '09	Ministry Plan Draft 2

March 16-31 '09	Ministry Plan Draft 3 Submit Ministry Plan to the Regional office Communicate to the entire congregation (a copy to all) Communicate to the circuit (share a copy)
April & beyond '09	Implement... Implement... Implement... Review once every four or six months Record the growth and the accomplishments Share a copy with the regional office Share with the circuit Celebrate the health & growth Invite the conference leaders to be part of celebration Start planning for the next four or seven years

CHALLENGES

<u>CLERGY</u>	<u>LAY</u>
Why...	Resistance to change
No time for it	Pessimism & cynicism
Appointment	Let clergy do it
Retirement	What about committees?
Support from Circuit	We have never done it before
Choice of a model	Who will implement?
Top-down approach	Non-cooperation
If it doesn't work...	Non-participation
If laity does not embrace	Common threats...?
	Choice of a model
	Top-down approach
	If it doesn't work...
	If clergy doesn't embrace

RESOURCES Part II

Paul D. Borden, "Hit the Bullseye"

How the denominations can aim the congregation at the mission field

George Barna, "Revolution"

L. Gregory Jones and Kevin R. Armstong, "Resurrecting Excellence"

Shaping faithful Christian ministry

William B. Morgan, Jr. "People of Integrity"

Authentic Christian Living

- Dan Glover and Claudia Lavy, “Deepening Your Effectiveness”
Restructuring the local church for life transformation
- Wendy Miller, “Invitation to Presence”
A Guide to spiritual disciplines
- J. Clif Christopher and Herb Mather, “Holy Smoke! What Happened to Tithing?”
- Michael C. Armour and Don Browning, “Systems-Sensitive Leadership”
Empowering diversity without polarizing the church
- Rick Warren, “The Purpose Driven Church”
Growth without compromising your message and mission
- Mark DeYmaz, “Building a Healthy Multi-ethnic Church”
Mandate, commitments and practices of a diverse congregation
- Edward H. Hammett and James R. Pierce,
“Reaching People Under 40 While Keeping People Over 60”
- Brian McLaren, “Finding our Way Again”
The Return of the ancient practices
- David T. Olson, “The American Church in Crisis”
- Don Cousins, “Experiencing Leadership Shift: Letting Go of Leadership Heresies”
- Andy Crouch, “Culture making: Recovering Our Creative Calling”
What we Christians are known for in the world...?
- Tom Chester and Steve Timmis, “Total Church”
Evangelism, social involvement, church planting, discipleship, youth ministry and
community outreach
- Harry L. Reeder with Rob Gragg, “The Leadership Dynamic”
How we can develop and deploy leaders in the church and beyond
- William R. Hoyt, “Effectiveness by the Numbers: Counting What Counts in the Church”
How to measure up congregations’ progress-to help you make the best decisions
- Diana Butler Bass, “Christianity for the Rest of Us”
Stories of 50 thriving congregations from Presbyterian to Episcopal
- Dan Dick, “Bursting the Bubble”
Rethinking conventional wisdom about church leadership

“Opening Ourselves to Grace: Basic Christian Practices” (DVD & CD)

A four session small group study on the *Means of Grace* in the Wesleyan Tradition.

“Chartering the Course: A Workbook on Christian Discipleship”

by Teresa Gilbert, Patty Johansen, Jay Regenitter & Jack Gilbert

“The church is the place where we love
the God we work for and
where we love the work we do for God”

SAMPLE I

Large Church Pastors Set Goals

Email from: Rev. Adam Hamilton Posted: 27 Aug 2008 11:21 PM CDT

Over the last two days 80 pastors of the largest churches in United Methodism gathering in Atlanta to experience what Wesley referred to as Christian conferencing. Meeting in groups of eight, with pastors of varying size churches (from 1,200 to 8,000 per weekend in worship) from varying geographical locations and from often quite different theological places, these pastors prayed together, shared their best ideas and their personal struggles together, and discussed the future of the United Methodist Church. This group recognized that they carry a responsibility to serve as positive leaders for the church. For too long many have been content to criticize rather than constructively seeking to be a part of the solution. We devoted much of our time to looking at how the largest churches in the denomination might provide support and leadership for pursuing the “four areas of focus” that were recommended by the Council of Bishops and approved at General Conference, namely, starting new faith communities, raising up young leaders, and engaging in work with the poor while seeking to eliminate the diseases of poverty.

The large church pastors set a goal for their own congregations related to each of these areas of focus. I asked them to set goals for the next two quadrennials (eight years). By the end of 2016 they committed to: 1. Starting 370 new faith communities in the United States. [These could be satellite locations, daughter churches or even new churches within their existing church.] 2. Helping 1,000 new young people to hear a call to ministry and enter seminary. 3. And committing more than \$256 million, over and above their combined apportionments (which totaled \$200 million) over the next eight years for missions, health ministries and serving the poor.

In our last two sessions the group discussed what more could be done by large churches to strengthen the United Methodist Church. Some in the group expressed concern as to whether seminary would adequately prepare these 1,000 new clergy for a ministry of renewing churches that have been in decline. Others felt that there would be some benefit in having a joint meeting with members of the Council of Bishops. Still others felt the group needed to talk about the theological issues that threaten to divide our denomination (we intentionally chose not to focus on these topics in this first gathering but are considering taking this on in a subsequent gathering). This group plans to meet again next year, and to have each group of eight pastors serve as a resource to one another throughout this year.

I came away from this time in Atlanta believing that this group has the potential to play a very important role in helping the United Methodist Church to have a “future with hope.” It was an exciting and refreshing time.

SAMPLE II

The WI Appointive Cabinet sets goals for the quadrennium [2008-12]

CORE VALUES

Love, Service, Passion, Proactive, Healthy Relationship, Team Work, Generosity & Growth

GOALS

Strengthening Circuit Ministry;
Equipping clergy, congregations, & circuits to be accountable to the vision & mission of the church;
Empowering clergy, congregations, & circuits to be vital, vibrant, healthy, & growing;
Encouraging & supporting all covenantal relationships;
Ongoing study of the conference system & structure in order to assess their effectiveness;
Facilitate infrastructure to develop a long term plan;
Focusing on the “inclusiveness” in the life and ministry of the conference;
Long-term pastoral appointments;
Assessment of both successes/accomplishments and failures each year.

STRATEGY

Presence & participation of DSs in circuit meetings;
Training new circuit leaders;
Inviting circuits into appointment process, study of BOD 213, & study of mission fields;
Annual PPRC & other needed trainings;
Partnering with BOOM for developing standards;
Apply recommendations from the Strategic Planning;
Workshops/seminars on “inclusive nature of the church” by partnering with GCORR & COSROW;
DSs to be intentional about the assessment of each congregation;
Making all AC resources available to congregations & circuits;
Communicating the stories of health and growth consistently & systematically.

DESIRED OUTCOME

Clergy, congregations, & circuits would be led and encouraged to focus on the mission & ministry of the church;
Both clergy and lay leaders would be empowered for doing ministries;
The purpose of being an effective congregation, an effective clergy, and an effective circuit would be positively understood and received;
Congregations would be educated (and reeducated) to develop both short-term & long-term ministry plan (through church/charge conferences);
Relationships at all levels would be appreciated and celebrated;
Congregations would be more open for cross-racial/cultural appointments;
Healthy & growing congregations would be multiplied;
WI Annual Conference would be celebrating accomplishments and addressing failures, and moving forward.

ACCOUNTABILITY

The Cabinet;
Supervisory meetings with the Bishop;
Report back at the Cabinet meetings;
Annual Review Reports of the District Superintendents;
Team-work of the District Superintendents;
Collaboration with the Full Cabinet and the Extended Cabinet;
Collaboration with BOOM, BCCD and other Boards & Agencies.

Table Conversation I

MISSIONS OR MAINTENANCE

Check the following statements that are true for your church to see if your church has a mission or maintenance mentality.

- _____ 1. Our buildings are very important to us. We maintain them well and use them often.
- _____ 2. Our staff reports on the number of pastoral visits they make.
- _____ 3. We are always offering new opportunities for participation in ministries.
- _____ 4. We get people involved in disciple-making and growing groups.
- _____ 5. We work to fill every program position in our organization.
- _____ 6. Our church tries to help Christ followers find places to use their gifts both inside and outside the church.
- _____ 7. We try not to upset our senior church leaders.
- _____ 8. The leaders in our church work hard to make the church a stable, unchanging anchor in our world.
- _____ 9. Our church has a great fellowship, loving one another and taking care of each member's needs.
- _____ 10. Our church looks for ways to meet the needs of people in our community and even around the world.

Taken from the book "Reaching People Under 40 While Keeping People Over 60: Being Church for All Generations"

1, 2, 5, 7, 8, 9 _____

3, 4, 6, 10 _____

Table Conversation II

BARRIERS

Which of the following exist in you and/or your congregation/church?
How do you intend to grapple with them if you and/or your church intend to grow or experience measurable health and growth?

- Not knowing how to grow
- Wanting things to stay the same forever
- Fear of success
- Not knowing how to assimilate new members and minister to them
- Lack of short or long term plans
- Lack of participation to develop a plan
- Inadequate resources
- No clear understanding of need for change
- Satisfaction with the status quo
- Lack of spiritual foundation
- Fear of reaching needy people in the community
- No energy, no enthusiasm, no time
- Fear of losing members because of change
- Being comfortable with things as they are
- Fear of losing the close family feel and good relationships in church as it is now
- Lack of consensus about new direction
- Discouragement because of previous attempts to change or grow that have failed
- Lack of clearly defined goals
- No clear mission statement
- No accountability system in place
- Not knowing how to measure effectiveness with appropriate standards
- Not understanding the postmodern culture
- Prejudice or ignorance of racial/ethnic communities
- Not being open for cross-cultural/racial appointments