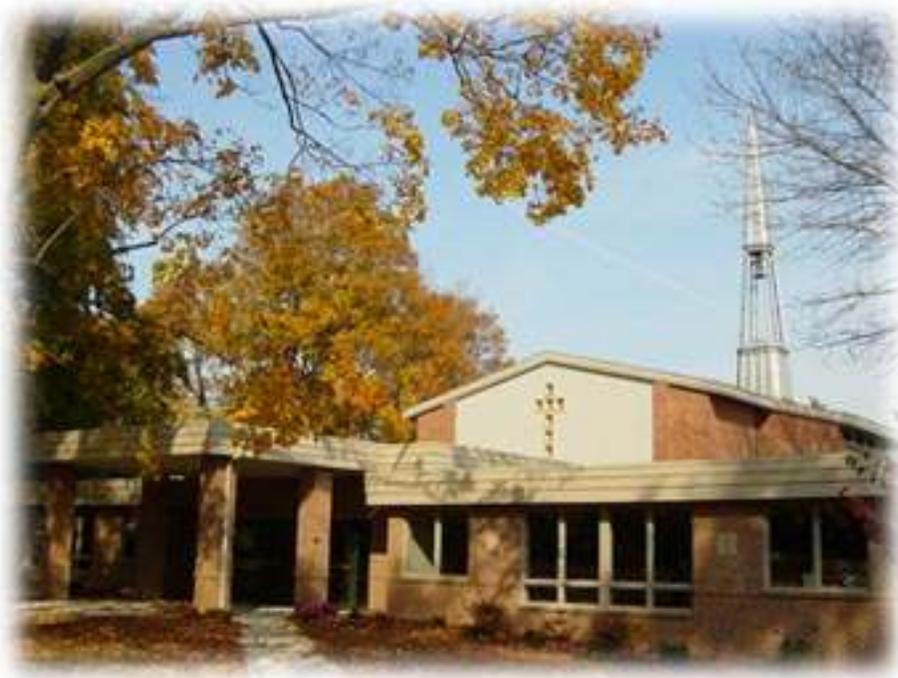


# Strategic Ministry Action Plan

Berwyn United Methodist Church

*140 Waterloo Avenue  
Berwyn, PA 19312*



November 2008

2.6



# BERWYN UNITED METHODIST CHURCH

Strategic Ministry Action Plan

November 2008

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### **1. Introduction**

The primary purpose of this Strategic Ministry Action Plan is to establish a focus and direction for the ministry of Berwyn United Methodist Church for the next five years or more.

#### ***1.1 Background***

In the mid-1990s the leadership of Berwyn United Methodist Church developed a strategic plan called Vision-2000. Out of that work came new initiatives including a Mission Statement, plans to improve our physical facilities, a focus on arts and music, and enhancing membership caring and outreach. Following that strategic plan, we embarked on significant programs such as the building expansion and renovation, the caring committee, the Stephen Ministry, and integrating fine arts into worship. Many of the objectives of the earlier strategic planning were accomplished.

With those successes already benefiting the organization, Berwyn United Methodist is positioned to set new objectives, new goals and make new plans that establish the purpose of this community of Christians. Berwyn is ready to set objectives commensurate with the strengths of the membership, with respect to worshiping God and acting as a body of Christ in the community and the world.



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### **2. Mission and Vision Statements**

When Berwyn United Methodist developed the Vision-2000 plan, we developed the following Mission Statement which remains our mission statement today:

#### **Berwyn United Methodist Church Mission Statement**

God calls Berwyn UMC to be a community of Christian believers that:

- Invites
- Nurtures
- Encourages Service

The Mission Statement is what we believe we are here for and why we exist. A Vision Statement establishes the direction for achieving our mission.

Building on our mission statement, the congregation and members comprising a Strategic Planning team in 2007 developed a Vision Statement that provides a picture of what BUMC will strive to be in the future as a guide around which to form our programs and organize our efforts.

#### **Berwyn United Methodist Church Vision Statement**

With the guidance of the Holy Spirit, we will strive to be a caring and transforming community of faith that embraces sojourners at all points of their journey.

We will provide opportunities to discover and use our gifts to serve Christ.

We will focus on spiritual development and growth.

We will accept a range of theological diversity through a variety of means including multidimensional worship experiences, and diverse opportunities for fellowship, education, sharing and outreach.

We will be advocates for peace and justice.



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### **3. Journey and Process**

Coincident with Berwyn United Methodist fulfilling many of the objectives of the Vision-2000 strategic plan, the bishops of the United Methodist Church at their meeting in the Fall of 2005 adopted an initiative for 2005-2008: "Making Disciples of Jesus Christ for the Transformation of the World." One of the programs sponsored by the UMC General Board of Discipleship is the **Church Vitality Indicator (CVI)**, a starting point building on inherent strengths of a congregation.

#### **3.1 Church Vitality Indicator**

The Church Vitality Indicator is a congregational assessment tool to identify and build upon a congregation's strengths, energy, interests, and current ministry. CVI consists of two parts:

1. Surveying the congregation to identify our church's strengths.
2. Identifying influencing characteristics that motivate Berwyn United Methodist

Using results from a survey and an influence diagram, the CVI provides an impact report that helps lay and clergy leaders understand the state of their congregation and plan for the future. The goal of the CVI process is to identify the strengths of each congregation in order to build stronger ministries around what is already working well. Knowing the strengths through the CVI, church leaders can discover where and how to invest their congregation's energy and passion for the future. The knowledge gained from the CVI helps focus congregational resources on the areas of ministry that will produce the most results.

CVI surveys were made available to the congregation in May, 2007 on paper and on the web. Committee chairs and members in leadership positions were invited to participate in reviewing the survey results and in a process of discerning the influences of those strengths at Berwyn. Cross-correlation of the surveys and the influences were inputs used to derive the unique vitality indicators for Berwyn United Methodist Church. The indicators below are strong at Berwyn.

- 1. Experiential Worship:** Meaningful worship services in which a wide variety of people experience the presence of God.



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- 2. Evaluation System:** The leaders of the congregation regularly monitor and evaluate the effectiveness of worship.
- 3. Individual Commitment:** Committed to developing their relationship with God and living faithfully every day.
- 4. Care Giving:** Worship opportunities that provide comfort, safety, nurture, and renewal, as in healing services, intercession, communion, petition, and commissioning.
- 5. Mission & Outreach:** God's call within the gathered church to be sent out as the scattered church and seeking God's will, direction, and focus to prioritize their work in the world.
- 6. Welcoming/Inviting:** Attention to the worship details that forge an overall impression so that newcomers are comfortably a part of the experience
- 7. Visionary Leadership:** The pastor and other leaders talk about the vision of a community that worships and lives a spiritual life together.

### ***3.2 Programmatic Brainstorming***

Church leaders who participated in the CVI survey review and influences discernment process continued to meet as the Strategic Planning Team throughout 2007, exploring their personal faith from a number of aspects such as:

- BUMC Vision Ideas (what will we look like in 5 years, possible dream)
- BUMC Purpose Ideas (Why is Berwyn UMC here? What is our reason to exist?)
- BUMC Values Ideas (what are the fundamental principles and priorities?)
- BUMC Strategic Direction Ideas (Expected Outcomes, Goals, Systems, Evaluation)
- Ideas Related to Focus Areas: How do we leverage these strengths and focus areas to be a more effective ministry to enhance growth spiritually and numerically?

The Strategic Planning Team held brainstorming sessions, developing ideas relating to each CVI strength area and how Berwyn can grow programmatically in those strength areas.



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### **3.3 Local Demographics**

The Strategic Planning Team obtained local demographic data from the Research Office of the General Board of Global Ministries (GBGM).

The Research Office of the GBGM conducts sponsored research for United Methodist organizations. The Berwyn Strategic Planning Team obtained the distribution of lifestyle categories in a five-mile radius of the 19312 area code. The top 4 lifestyle profiles were obtained which included the ministry recommendations. The demographic data provided by the GBGM Research Office comes from Claritas. Claritas, a Nielsen company is a demographic, market segmentation research information and media company. The Claritas lifestyle profile data is continually updated with the most recent and available information. Each of the four lifestyle categories obtained from the Research Office of the GBGM is like a "photo album" of consumer market. Each of the Claritas lifestyle profiles are "snapshots" of the segment's demographic traits, lifestyle preferences and behaviors.

Knowledge of the lifestyle segments in the areas around Berwyn is useful for understanding the current and potential congregation. The Research Office of the GBGM chartered Claritas to identify within those lifestyle profiles the characteristics that relate to local church ministry participation. Claritas provides a summary page for each lifestyle profile *UM Lifestyle Profile & Program Suggestions*. The Strategic Planning Team obtained these ministry participation summaries for four of the top lifecycle profiles for the local Berwyn area. The specific subject areas that the UM Lifestyle Profiles address are:

- Demographics
  - Racial, Ethnic Composition
  - Age
  - Family Life
  - Dominant Occupations
  - Education
  - Income
- Lifestyle Choices
  - Home
  - Money
  - Time, Activities
- Reaching Them through Worship
  - Music
  - Participation
  - Sermon Interests
  - Time for Church
- Reaching Them through Church School
  - Importance
  - Seasonal Participation
  - Learning Styles
  - Content Preferences
- Reaching Them with Creative Church Programs
  - Program Participation



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The Strategic Planning Team mapped the demographic characteristics described in the UM Lifestyle Profile & Program Suggestions for the top demographic groups in the Berwyn area to the suggestions for expanding the ministry of Berwyn identified in the brainstorming sessions. This mapping is intended to provide a check on the practicality of the strategic objectives and the likelihood of acceptance and participation by the types of people that make up the local demographics.



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### 4. Strategic Direction

The Strategic Planning Team developed Strategic Directions for Berwyn for each of the Vision Statements. These are grouped by near-in or short term and longer term.

#### 4.1 Short Term

Vision Statement	Short Term Strategic Direction
<b>1. "With the guidance of the Holy Spirit, we will strive to be a caring and transforming community of faith that embraces sojourners at all points of their journey."</b>	Establish relationships with other churches, with special focus to establish two-way relationships with African American, Latino, Asian, Korean, Indian and Catholic congregations
	Provide cross-generational interaction opportunities both internally and externally to the congregation.
	Strengthen and expand Children's' ministry
<b>2. "We will provide opportunities to discover and use our gifts to serve Christ."</b>	Recruiting leaders and leadership development
	Establishing an Equipping Ministry
	Organizational streamlining
<b>3. "We will focus on spiritual development and growth."</b>	Develop a core of leaders who teach and develop others
	Develop broad participation in the study of scripture
	Maintain Bible Study Sunday School Classes
<b>4. "We will accept a range of theological diversity through a variety of means including multidimensional worship experiences, and diverse opportunities for fellowship, education, sharing and outreach."</b>	Introduce blended, multisensory elements into the format of one of the church services
	Provide diverse opportunities for fellowship
	Provide diverse opportunities for education
<b>5. "We will be advocates for peace and justice"</b>	Be advocates for immigration issues
	Be advocates for health issues
	Be advocates for environmental justice



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#### 4.2 Long Term

Vision Statement	Long Term Strategic Direction
<b>1. "With the guidance of the Holy Spirit, we will strive to be a caring and transforming community of faith that embraces sojourners at all points of their journey."</b>	Expand the breadth of congregational care so that more people are participating and helping
	Outreach to young adults, including local college students and young people in the working community
<b>2. "We will provide opportunities to discover and use our gifts to serve Christ."</b>	Christ Servant Ministry training and Stephens Ministry training
	Vision-specific guidance documents developed by and for functional committees
<b>3. "We will focus on spiritual development and growth."</b>	Offer Disciple Bible Study in conjunction with other churches in the area
	Continue developing leaders who teach and develop others
<b>4. "We will accept a range of theological diversity through a variety of means including multidimensional worship experiences, and diverse opportunities for fellowship, education, sharing and outreach."</b>	Add Praise Services
	Provide diverse opportunities for outreach
<b>5. "We will be advocates for peace and justice"</b>	Grow the Latino Connection locally and in Latin America with a focus on literacy, health and nutrition.
	Be advocates for peace



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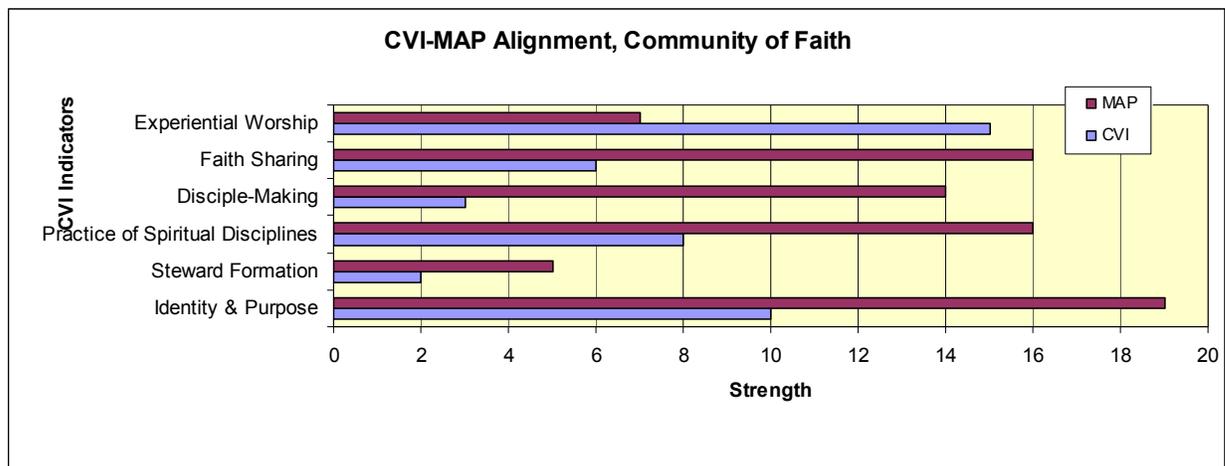
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### 4.3 Strategic Direction Alignment with CVI Strengths

The key characteristic of the CVI program is the concept of identifying the inherent strengths that are unique to a particular congregation and to build upon them. Therefore it is important to compare the strategic direction to the CVI strength indicators. This is illustrated through a series of charts that compare the numerical scores from the CVI process to the strength of the Ministry Action Plan in that area. In the charts below, the top bar represents the Ministry Action Plan proposed in this document. The bottom bar represents the strength identified by the CVI.

The first chart, Community of Faith, depicts indicators that should be strong in every church congregation. The Ministry Action Plan is stronger in most areas, indicating that we will be strengthening our church in these important areas.



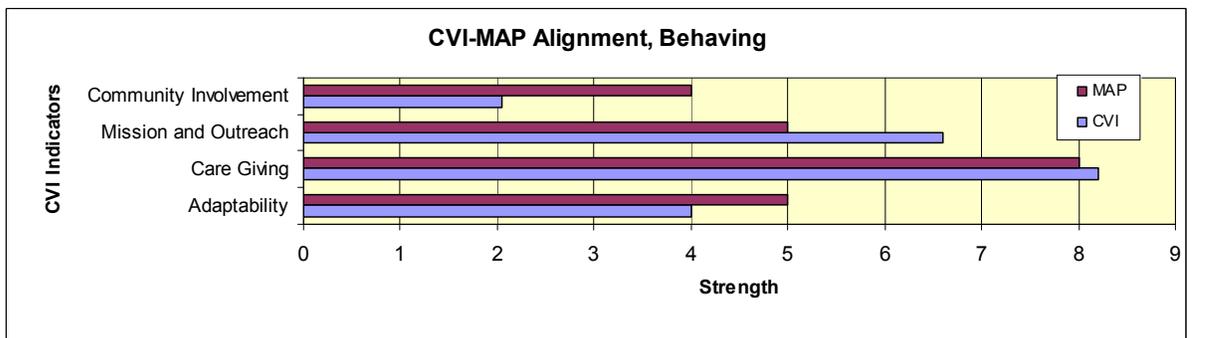
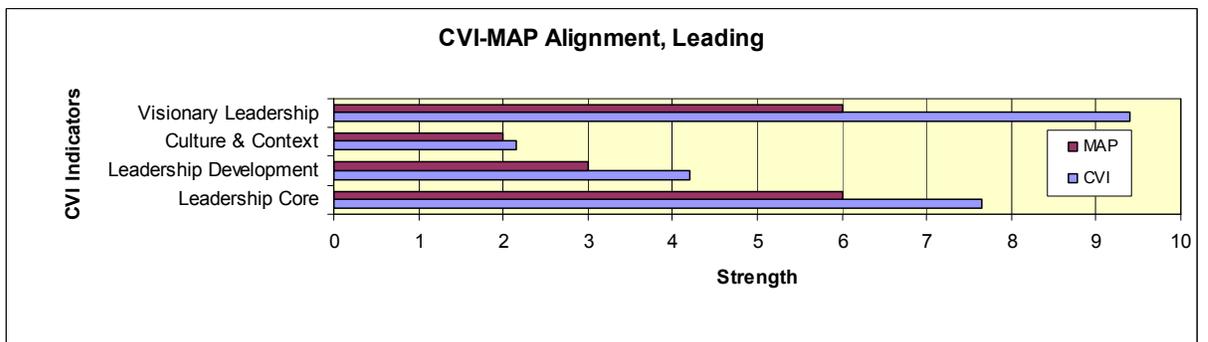
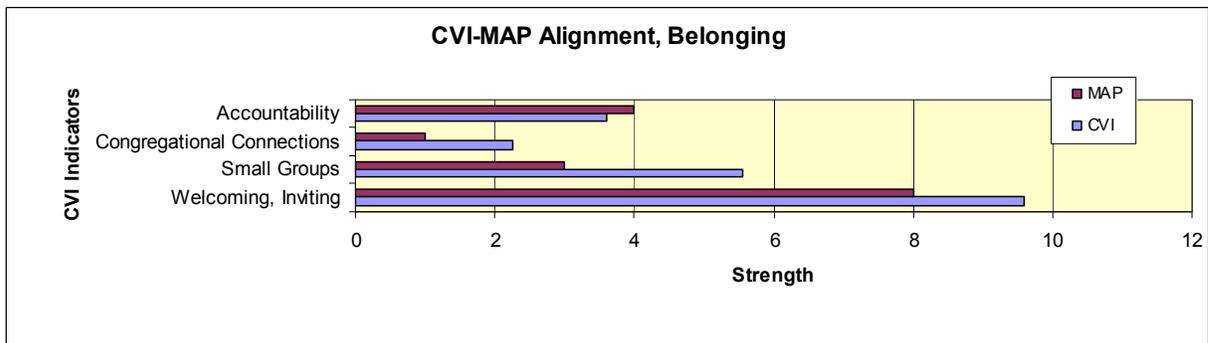
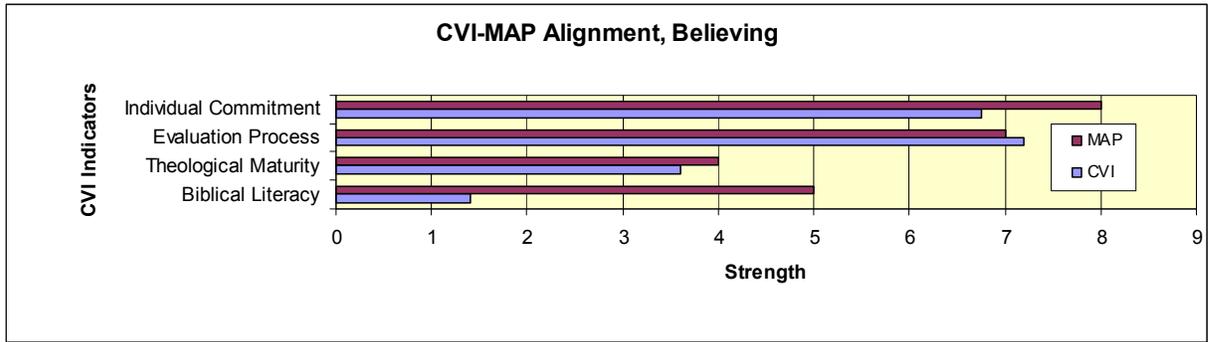


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The next four charts illustrate CVI indicators called Living the Faith. These are CVI indicators that are unique to a congregation. The charts show strong correlation between the scores of the Ministry Action Plan and how Berwyn Methodist scored on the CVI. The alignment shows that the plan initiatives have a natural affinity of the character of the people of the Berwyn United Methodist Church.





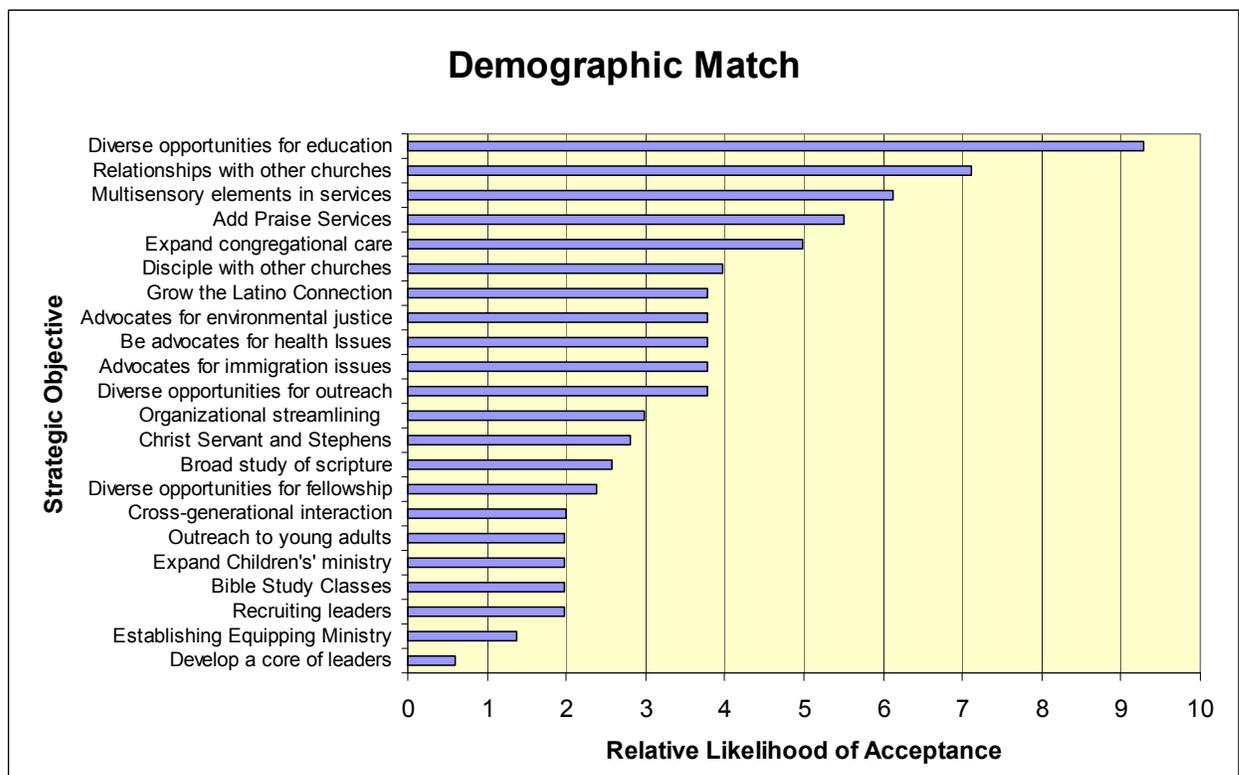
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### 4.4 Strategic Direction Alignment with Local Demographics

The Strategic Planning Team mapped the Ministry Action Plan and Strategic Directions to the UM Lifestyle Profile & Program Suggestions obtained from "snapshots" of demographic traits of the top four top 4 lifestyle profiles from the five-mile radius of the 19312 area code per the Research Office of the GBGM. These are shown in the graph below. These bars show how the Ministry Action Plan Strategic Direction objectives match the kinds of activities people typical of the local demographics tend to be involved in. This is useful in predicting the involvement or acceptance of the objectives. Longer bars indicate strategic direction areas that align well with the types of activities that this 40% of the local Berwyn general public generally would naturally participate in.





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### **5. Ministry Action Plan Recommendations**

The Strategic Planning Team spent significant time across numerous working sessions developing concrete examples of how the Strategic Direction could be realized. The intent of these examples is to guide the program direction of the church toward the strengths of the congregation as identified in the CVI taking into account the realities of the congregation and local population as identified by demographic studies. The intent is not to task the committees and church leadership to add significant workload but to have them consider aligning their work and priorities along the lines of the Strategic Ministry Action Plan.

Below is an outline of realization examples organized by Vision Statement and then by Strategic Direction objective. These are ideas to consider and discuss in committees and among fellow worshippers. In Section 7, the recommendations are aligned by committees that are suitable for implementing them, but the hope is that ideas are joined across committees to become true church-wide initiatives

#### **5.1 Strategic Direction Realization Examples**

1. "With the guidance of the Holy Spirit, we will strive to be a caring and transforming community of faith that embraces sojourners at all points of their journey."
  - a. Establish relationships with other churches, with special focus to establish two-way relationships with African American, Latino, Asian, Korean, Indian and Catholic congregations
    - Provide joint fellowship with sister churches
    - Combine vacation bible school
    - Establish communications exchange of calendars and events with other local churches with which we establish relationships
    - Establish sister relationship and programs for gifts combined outreach, Pair-up families
    - Plan joint music and worship events
    - Establish Lay Leader relationship



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- Help identify African American, Latino, Asian, Korean, Indian and Catholic congregations and establish Pastoral relationship
  
- b. Provide cross-generational interaction opportunities both internally and externally to the congregation.
  - Find ways other committees can help cross generational interaction beyond Advent Fair, Lenten Fair, Hanging of the Greens and Rally day.
  - Intergenerational activities
  - Companion youth study and mission study (children, youth, adult working on the same project)
  
- c. Strengthen and expand Children's' ministry
  - Promote a learning environment so our children can hear about God and learn stories of faith through reading, discussion, songs, crafts, drama and other ways of fun learning and so families become more involved in the life of the church.
  - Focus the program with the eye of a newcomer or first-timer to our Sunday morning
  - Establish a Sunday Morning Host to guide new families to classes
  - Restore funding for Children's Ministry Coordinator
  - Hire a Children's Ministry Coordinator
  
- d. Expand the breadth of congregational care so that more people are participating and helping
  - Find ways to let people know what is happening, what is needed and how to help
  - Consider new support ministries: Emergency response, Stephens Ministry, Christ Servant Ministry, Funeral Care, Grief Care including training
  
- e. Outreach to young adults, including local college students and young people in the working community
  - Maintain contact with all young people once they leave high school
  - Hire a part-time college student, provide guidance and volunteer support staff for college outreach



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- Establish relationships with University Christian Groups  
Such as Campus Crusade for Christ
2. "We will provide opportunities to discover and use our gifts to serve Christ.
- a. Recruiting leaders and leadership development
    - Develop leadership for the future, expand the pool of individuals in leadership positions.
    - Establish a continuous annual goal of at least 10 new graduates of Disciple Bible Study per year.
    - Establish a continuous annual goal of at least one offsite retreat with at least 10% of the congregation participating
  - b. Establishing an Equipping Ministry
    - Research, plan and execute Spiritual Gifts Training for all church leaders.
    - Assist all members in linking their gifts and talents with service opportunities within the church
  - c. Organizational streamlining
    - Establish a re-structuring committee to collapse or streamline the leadership structure
  - d. Christ Servant Ministry training and Stephens Ministry training
    - Establish a continuous annual goal of at least 1 new entry into Christ Servant Ministry training per year.
    - Re-establish the Stephens Ministry program at Berwyn
  - e. Vision-specific guidance documents developed by and for functional committees
    - Task the committees to develop a mission, guidance, goals document for their areas and report on progress
    - Focus on funding programs to make the church such a vital and integral part of our lives that we would want to put it first in our financial planning.
    - Make Berwyn a place where the congregation is encouraged to give with the trust that doing so is one of



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the best investments they could make in human society and allocate the funds received to make it so

- Constantly search for new ways to make the church look fresh, appealing, inviting, easy to navigate, safe, clean and attractive
- Review Committee purpose statements with respect to the church mission and vision and introduce meetings with words or prayer that focus and remind others of the mission goal or purpose within the context of the love of God and asking continuously if we are fulfilling our church function with excellence in a manner worthy of the mission God has given us in Christ

### 3. "We will focus on spiritual development and growth."

#### a. Develop a core of leaders who teach and develop others

- Establish a Nurture Committee or a defined program for nurture

#### b. Develop broad participation in the study of scripture

- Establish small covenant groups, neighborhood groups
- Offer bible studies, short-term topical studies, support groups, pre-packaged learning, camps, retreats to help people probe God's will for their lives and strengthen the Body of Christ to press-on to grow, change, cultivate and mature in faith.
- Invest in programs that are outwardly focused, towards younger people, towards more diverse people

#### c. Maintain Bible Study Sunday School Classes

- Establish educational oversight: Pre-school through 12th Grade for educational completeness and consistency.
- Offer adult educational completeness of program offerings.
- Establish faith-based events and opportunities including adult bible study opportunities on Sunday and during the week

#### d. Offer Disciple Bible Study in conjunction with other churches in the area

- Establish partner churches to share educational opportunities



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- e. Continue developing leaders who teach and develop others
  - Provide funding for a Director of Christian Education
  - Hire Director of Christian Education.
  - Hire Director of Leadership Development
  
4. "We will accept a range of theological diversity through a variety of means including multidimensional worship experiences, and diverse opportunities for fellowship, education, sharing and outreach."
  - a. Introduce blended, multisensory elements into the format of one of the church services
    - Achieve local recognition
    - Bring-in live artists for music.
    - Strive for a message that touches, music that moves, service that changes
    - Establish a praise band to play for special church events and can be a seed for long-term alternative worship.
    - Encourage worship participants, teachers, acolytes, choir members, coffee hosts, greeters, ushers, musicians to arrive early with eagerness to prepare together and encourage each other.
    - Take pride enough in our church home that we want others to be a part of
    - Prepare ourselves mentally and spiritually for worship. Arrive early to prepare our mindset for holy, passionate and exciting worship. Set aside our Sunday morning for God, being free of church business and other business for the love of God and giving our best for God in worship
    - Join, attend, support and lead small group bible studies and classes
    - Make a point to know everyone so that we can know and greet those who are new.
    - Be passionate worshippers, understanding that the presence of Christ in the service is dependent on the attitude of those present
  
  - b. Provide diverse opportunities for fellowship
    - Provide new and varied programs adapted to the needs of new members, visitors and people not yet attending the



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church including special topics and interests that attract seekers

- Explore new young adult faith groups that can meet separately such as college students, young working singles, young married, young families

#### c. Provide diverse opportunities for education

- Offer programs, seminars and workshops on sound personal financial management, managing excessive debt, financial planning, estate planning, preparing wills.
- Look into on-line faith opportunities, such as bible studies

#### d. Add Praise Services

- Plan for and provide funding for a Praise Ministry leader
- Hire a Praise Ministry Leader for new worship initiatives
- Plan changing format of one of the church services or adding "blended", multisensory service

#### e. Provide diverse opportunities for outreach

- Develop outreach ministries that are suitable to be funded by foundations.

### 5. "We will be advocates for peace and justice"

#### a. Be advocates for immigration issues

- Good Schools initiative to advocate equal educational opportunities for areas where immigrants live
- Establish an ESL & Immigrant Ministries

#### b. Be advocates for health Issues

- Encourage programs for congregants to get involved with world health legislation
- Provide support for Roca Eterna

#### c. Be advocates for environmental justice

- Have the children and youth define a plan for making our building more energy-efficient and reducing the organization's carbon impact.



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- Prioritize and enhance the children and youth plan for making our building more energy-efficient and reducing the organization's carbon impact.
  - Fund a plan for making our building more energy-efficient and reducing the organization's carbon impact
- d. Grow the Latino Connection locally and in Latin America with a focus on literacy, health and nutrition.
- Establish an exchange of news and active communication with Roca Eterna
  - Explore health care needs in Ahuachapan, El Salvador to identify mission opportunities.
- e. Be advocates for peace
- Encourage programs for congregants to get involved with world peace organizations



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### **6. Resourcing**

Some of the Strategic Direction recommendations have financial resource requirements. These are grouped below into Modest (several hundreds of dollars), Moderate (several thousands of dollars) and Significant (tens of thousands of dollars).

#### **6.1 Modest Resource Requirements**

The Strategic Direction elements that can be implemented with costs in the hundreds of dollars and should be within the reach of current budgets.

- Establish relationships with other churches, with special focus to establish two-way relationships with African American African American, Latino, Asian, Korean, Indian and Catholic congregations
- Recruiting leaders and leadership development
- Establishing an Equipping Ministry
- Christ Servant Ministry training and Stephens Ministry training
- Develop a core of leaders who teach and develop others
- Maintain Bible Study Sunday School Classes
- Provide diverse opportunities for fellowship
- Provide diverse opportunities for education
- Be advocates for immigration issues
- Be advocates for health issues
- Be advocates for environmental justice

#### **6.2 Moderate Resource Requirements**

The Strategic Direction elements that can be implemented with costs in the thousands of dollars would require re-prioritizing programs.

- Continue developing leaders who teach and develop others (professional education)
- Provide diverse opportunities for outreach
- Grow the Latino Connection locally and in Latin America with a focus on literacy, health and nutrition.



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### **6.3 Significant Resource Requirements**

The Strategic Direction elements that can be implemented with costs in the tens of thousands of dollars would require a concerted congregational focus, typically in the area of dedicated staffing.

- Strengthen and expand Children's' ministry
- Outreach to young adults, including local college students and young people in the working community
- Introduce blended, multisensory elements into the format of one of the church services
- Add Praise Services



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## 7. Ministry Action Plan Recommendations by Committee

The pages that follow represent Mission Action Plan suggestions grouped by the committees teams and work areas that are best suited to implement them. These were considered, sharpened and improved by the individual committees, teams and work areas over six months. The collective results presented below are starting points for ongoing strategic mission action plans that are the owned by each area and serve as a focus and guide for each area.

<b>7.1 Administrative Board</b>	<b>Timeframe</b>
<b>Strategic Direction:</b>	
Develop a core of leaders who teach and develop others	Immediate
Organizational streamlining	Short-Term
Oversee and the creation of vision-specific guidance documents developed by and for functional committees	Medium-Term
<b>Connection to Vision:</b>	
2. "We will provide opportunities to discover and use our gifts to serve Christ.	
3. "We will focus on spiritual development and growth."	
<b>Strategy/Recommendations</b>	
Establish a Nurture Committee or a defined program for nurture	
Establish a re-structuring committee to collapse or streamline the leadership structure	
Task the committees to develop a mission, guidance, goals document to their areas and report on progress	
<b>MileMarkers/Success Factors</b>	
More involved leaders	
All committees/groups are guided by our vision	
<b>Obstacles/Detours</b>	
Lack of will to change	



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<b>7.2 Adult Council</b>	<b>Timeframe</b>
<b>Strategic Direction:</b>	
Establish relationships with other churches, with special focus to establish two-way relationships with African American, Latino, Asian, Korean, Indian and Catholic congregations	Medium to long-term
Provide cross-generational interaction opportunities both internally and externally to the congregation.	
<b>Connection to Vision:</b>	
1. "With the guidance of the Holy Spirit, we will strive to be a caring and transforming community of faith that embraces sojourners at all points of their journey."	
<b>Strategy/Recommendations</b>	
Provide joint fellowship with sister churches	
Find ways that other committees can help with cross generational interaction beyond Advent Fair, Lenten Fair, Hanging of the Greens and Rally day.	
Explore new young adult faith groups that can meet separately such as young married and young families	
<b>MileMarkers/Success Factors</b>	
Age and ethnic diversity	
<b>Obstacles/Detours</b>	



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<b>7.3 Children's Council</b>	<b>Timeframe</b>
<b>Strategic Direction:</b>	Short term and long term
Be advocates for environmental justice	
Establish relationships with other churches, with special focus to establish two-way relationships with African American, Latino, Asian, Korean, Indian and Catholic congregations	
Provide cross-generational interaction opportunities both internally and externally to the congregation.	
Strengthen and expand Children's' ministry	
<b>Connection to Vision:</b>	
1. "With the guidance of the Holy Spirit, we will strive to be a caring and transforming community of faith that embraces sojourners at all points of their journey."	
5. "We will be advocates for peace and justice"	
<b>Strategy/Recommendations</b>	
Have the children and youth define a plan for making our building more energy-efficient and reducing the organization's carbon impact.	
Continue to promote our vacation bible school as outreach to the community	
Find ways other committees can help cross generational interaction beyond Advent Fair, Lenten Fair and Rally day.	
<ul style="list-style-type: none"> <li>• Continue to strengthen the learning environment so our children can hear about God and learn stories of faith through reading, discussion, songs, crafts, drama and other ways of fun learning and so families become more involved in the life of the church.</li> <li>• Focus the program with the eye of a newcomer or first-timer to our Sunday morning</li> </ul>	
<b>MileMarkers/Success Factors</b>	
Increased attendance frequency by children of existing members	
New families with children	
<b>Obstacles/Detours</b>	
Volunteers	



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<b>7.4 Church &amp; Society Committee</b>	<b>Timeframe</b>
<b>Strategic Direction:</b>	Medium and long-term
Be advocates for immigration issues	
Be advocates for health Issues	
Be advocates for peace	
<b>Connection to Vision:</b>	
5. "We will be advocates for peace and justice"	
<b>Strategy/Recommendations</b>	
Good Schools initiative to advocate equal educational opportunities	
Encourage programs for congregants to get involved with world health legislation	
Encourage programs for congregants to get involved with world peace organizations	
Integrate and support efforts with other church initiatives such as Drug & Alcohol Recovery, outreach and missions programs	
<b>MileMarkers/Success Factors</b>	
Public recognition as a church of action	
New member participation because of what we do and are involved in	
Increase in overall church participation and volunteerism	
<b>Obstacles/Detours</b>	
Spreading ourselves too thin	



## BERWYN UNITED METHODIST CHURCH

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<b>7.5 Communications</b>	<b>Timeframe</b>
<b>Strategic Direction:</b>	Immediate to long-term
Spread the word about BUMC to as many people as possible in as many different ways as possible	
Solicit both the support and information from others within the church so that the communication committee can spread the word.	
Provide communication between Berwyn and the churches with which we establish relationships with, acting as a liaison to establish two-way relationships.	
Assist the church office in maintaining and establishing lists of constituents of the church which can be used, when appropriate, to spread the news of upcoming events.	
Stay aware and investigate new avenues of communication which the church can use to let others know what is going on at Berwyn United Methodist Church.	
Monitor the ongoing communication structures making sure they are up-to-date and doing the job for which they are intended.	
<b>Connection to Vision:</b>	
1. "With the guidance of the Holy Spirit, we will strive to be a caring and transforming community of faith that embraces sojourners at all points of their journey."	
4. "We will accept a range of theological diversity through a variety of means including multidimensional worship experiences, and diverse opportunities for fellowship, education, sharing and outreach."	
5. "We will be advocates for peace and justice"	
<b>Strategy/Recommendations</b>	
Communicate to church members and the community at large the Christ-centered mission of the Berwyn United Methodist Church. Make an effort to include minority churches within the area.	
Make sure that the programs of the church are communicated both to church members and people within the local community.	
Spread the news of Berwyn United Methodist church to the greater United Methodist Church.	
Establish through the pastor and the lay leaders an exchange of calendars and events with other local churches.	
Continue to encourage the current avenues of communication---Lighted Cross, e-devotionals, church bulletin, phone tree, local print media, web site, church office---and to explore regularly other means of communication	
Value accuracy and timeliness in all announcements of meetings and events.	
<b>MileMarkers/Success Factors</b>	
Achieve local recognition	
<b>Obstacles/Detours</b>	



## BERWYN UNITED METHODIST CHURCH

### Strategic Ministry Action Plan

November 2008

<b>7.6 Evangelism and Nurture</b>	<b>Timeframe</b>
<b>Strategic Direction:</b>	Short-term to long term
Develop broad participation in the study of scripture	
Maintain Bible Study Sunday School Classes	
Be advocates for immigration issues	
Provide diverse opportunities for fellowship	
Develop broad participation in the study of scripture	
Offer Disciple Bible Study in conjunctions with other churches in the area	
<b>Connection to Vision:</b>	
5. "We will be advocates for peace and justice"	
4. "We will accept a range of theological diversity through a variety of means including multidimensional worship experiences, and diverse opportunities for fellowship, education, sharing and outreach."	
3. "We will focus on spiritual development and growth."	
<b>Strategy/Recommendations</b>	
Offer bible studies, short-term topical studies, support groups, pre-packaged learning, camps, retreats to help people probe God's will for their lives and strengthen the Body of Christ to press-on to grow, change, cultivate and mature in faith.	
Establish educational oversight: Pre-school through 12th Grade for educational completeness and consistency.	
Invest in programs that are outwardly focused, towards younger people, towards more diverse people	
Establish faith-based events and opportunities including adult bible study opportunities on Sunday and during the week	
Offer adult educational completeness of program offerings.	
Provide new and varied programs adapted to the needs of new members, visitors and people not yet attending the church including special topics and interests that attract seekers.	
Establish small covenant groups, neighborhood groups	
Establish partner churches to share educational opportunities	
Establish ESL & Immigrant Ministries	
<b>MileMarkers/Success Factors</b>	
Increased involvement in bible study and/or spiritual formation groups	
Higher participation in faith studies	
<b>Obstacles/Detours</b>	
Congregation not willing to participate in these ministries	
Changes the focus of faith at Berwyn	



## BERWYN UNITED METHODIST CHURCH

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<b>7.7 Finance Committee</b>	<b>Timeframe</b>
<b>Strategic Direction:</b>	Medium to long-term
Be advocates for environmental justice	
Provide diverse opportunities for education	
Add Praise Services	
Develop a core of leaders who teach and develop others	
Vision-specific guidance documents developed by and for functional committees	
Strengthen and expand Children's' ministry	
Outreach to young adults, including local college students and young people in the working community	
<b>Connection to Vision:</b>	
1. "With the guidance of the Holy Spirit, we will strive to be a caring and transforming community of faith that embraces sojourners at all points of their journey."	
2. "We will provide opportunities to discover and use our gifts to serve Christ."	
3. "We will focus on spiritual development and growth."	
4. "We will accept a range of theological diversity through a variety of means including multidimensional worship experiences, and diverse opportunities for fellowship, education, sharing and outreach."	
5. "We will be advocates for peace and justice"	
<b>Strategy/Recommendations</b>	
In consultation with Trustees and Church/Society, plan for building efficiency improvements; develop financing plan and budget	2009-2010
In consultation with Adult Council, and Education Commission, plan education events to promote good personal stewardship and financial management. Schedule estate planning presentation.	2009
In consultation with SPRC, identify priority positions for staff expansion, (Praise Ministry Leader, DCE, Children's Ministry Coordinator) and budget accordingly	3 <sup>rd</sup> Qtr 2008 for 2009 budget, 3 <sup>rd</sup> Qtr 2009 for 2010 budget
Stewardship education program, promoting giving as critical part of congregation's vitality.	Stewardship programs 2009, 2010
<b>MileMarkers/Success Factors</b>	
Congregational buy-in, excitement and willingness to increase levels of giving	
<b>Obstacles/Detours</b>	
Concepts and goals not embraced by entire congregation	



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<b>7.8 Membership &amp; Congr. Care</b>	<b>Timeframe</b>
<b>Strategic Direction:</b>	Short-term and long-term
Expand the breadth of congregational care so that more people are participating and helping	
<b>Connection to Vision:</b>	
1. "With the guidance of the Holy Spirit, we will strive to be a caring and transforming community of faith that embraces sojourners at all points of their journey."	
<b>Strategy/Recommendations</b>	
Consider new support ministries: Spiritual Emergency response, Funeral Care, Grief Care including training	
Operate, staff and manage the Coffee Hour and Spirit cafe	
Establish a Caring team Ministry program	
<b>MileMarkers/Success Factors</b>	
Overall participation in the church has greatly increased	
More members feel connected within our church community	
<b>Obstacles/Detours</b>	
Not enough team members to support the ideas and efforts	



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<b>7.9 Men's Group</b>	<b>Timeframe</b>
<b>Strategic Direction:</b>	Short-term
Provide cross-generational interaction opportunities both internally and externally to the congregation.	
<b>Connection to Vision:</b>	
1. "With the guidance of the Holy Spirit, we will strive to be a caring and transforming community of faith that embraces sojourners at all points of their journey."	
<b>Strategy/Recommendations</b>	
Intergenerational activities	
<b>MileMarkers/Success Factors</b>	
Increased diversity	
More youth and young adults participating	
Fathers and sons	
<b>Obstacles/Detours</b>	
Reputation as an old-men's group	



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<b>7.10 Missions Committee</b>	<b>Timeframe</b>
<b>Strategic Direction:</b>	Medium to long-term
Provide diverse opportunities for outreach internationally, nationally and locally	
Grow the Latino Connection locally and in Latin America with a focus on literacy, health and nutrition.	
Establish relationships with other churches, with special focus to establish two-way relationships with African American, Latino, Asian, Korean, Indian and Catholic congregations	
Be advocates for health Issues	
<b>Connection to Vision:</b>	
1. "With the guidance of the Holy Spirit, we will strive to be a caring and transforming community of faith that embraces sojourners at all points of their journey."	
2. "We will provide opportunities to discover and use our gifts to serve Christ."	
4. "We will accept a range of theological diversity through a variety of means including multidimensional worship experiences, and diverse opportunities for fellowship, education, sharing and outreach."	
5. "We will be advocates for peace and justice"	
<b>Strategy/Recommendations</b>	
Provide support for Roca Eterna	
Explore health care needs in Ahuachapan, El Salvador to identify mission opportunities.	
Establish sister relationship and programs for combined outreach, Pair-up families	
Develop outreach ministries that are suitable to be funded by foundations.	
Develop ways to showcase mission projects and events to keep the congregation informed of opportunities, programs and results.	
Intentionally provide opportunities for intergenerational programs, activities and projects.	
Continue our mission emphasis on Children's Missions through money collected in the Penny Jar	
<b>MileMarkers/Success Factors</b>	
Increased personal as well as financial involvement in missions within our church	
Participation in international mission trips	
Feedback from congregation on project and events.	
Better coordination with other church committees (Adult Council, Youth, Sunday School).	
<b>Obstacles/Detours</b>	



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<b>7.11 Staff Parish Relations</b>	<b>Timeframe</b>
<b>Strategic Direction:</b>	Long-term
Add Praise Services	
Develop a core of leaders who teach and develop others	
Strengthen and expand Children's' ministry	
Outreach to young adults, including local college students and young people in the working community	
<b>Connection to Vision:</b>	
1. "With the guidance of the Holy Spirit, we will strive to be a caring and transforming community of faith that embraces sojourners at all points of their journey."	
3. "We will focus on spiritual development and growth."	
4. "We will accept a range of theological diversity through a variety of means including multidimensional worship experiences, and diverse opportunities for fellowship, education, sharing and outreach."	
<b>Strategy/Recommendations</b>	
Hire a Praise Ministry Leader for new worship initiatives	
Hire Director of Christian Education.	
Maintain Children's Ministry Coordinator	
Hire staff for college outreach	
Hire Director of Leadership Development	
Provide adequate salaries for our staff	
Continue groundwork to provide health care insurance for our parttime staff and for the parttime staff of other churches in our conference	
<b>MileMarkers/Success Factors</b>	
Church staff levels adequately support the needs of our congregation	
More programs and participation	
More age diversity	
Growth in membership	
<b>Obstacles/Detours</b>	
Funding	
Church structure	
Tradition of few staff	



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<b>7.12 Trustees</b>	<b>Timeframe</b>
<b>Strategic Direction:</b>	Short and medium term
Continue to be advocates for environmental justice.	
Vision-specific guidance documents developed by and for functional committees - for/from Trustees: Facility Use Guidelines, long-range facility improvement plans.	
<b>Connection to Vision:</b>	
"We will provide opportunities to discover and use our gifts to serve Christ.	
"We will be advocates for peace and justice"	
<b>Strategy/Recommendations</b>	
Prioritize and enhance the plans for making our building more energy-efficient and reducing the organization's carbon impact. Seek input from other committees and individuals on enhancements and improvements, then prioritize, budget for, and act upon the most viable ones.	
Constantly search for new ways to make the church look fresh, appealing, inviting, easy to navigate, safe, clean and attractive	
<b>MileMarkers/Success Factors</b>	
Pride in facility and judicious use of natural resources.	
Compliments from members and visitors.	
Increase in attendance & membership due to attractiveness and "user friendliness" of facilities.	
<b>Obstacles/Detours</b>	
Lack of adequate funding.	



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<b>7.13 United Methodist Women</b>	<b>Timeframe</b>
<b>Strategic Direction:</b>	Short-term
Provide cross-generational interaction opportunities both internally and externally to the congregation.	
<b>Connection to Vision:</b>	
1. "With the guidance of the Holy Spirit, we will strive to be a caring and transforming community of faith that embraces sojourners at all points of their journey."	
<b>Strategy/Recommendations</b>	
Companion youth study and mission study (children, youth, adult working on the same project)	
<b>MileMarkers/Success Factors</b>	
Increase in age diversity	
<b>Obstacles/Detours</b>	



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<b>7.14 Worship Committee</b>	<b>Timeframe</b>
<b>Strategic Direction:</b>	Long-term
Introduce blended, multisensory elements into the format of one of the church services	
Add Praise Services	
Establish relationships with other churches, with special focus to establish two-way relationships with African American, Latino, Asian, Korean, Indian and Catholic congregations	
<b>Connection to Vision:</b>	
1. "With the guidance of the Holy Spirit, we will strive to be a caring and transforming community of faith that embraces sojourners at all points of their journey."	
4. "We will accept a range of theological diversity through a variety of means including multidimensional worship experiences, and diverse opportunities for fellowship, education, sharing and outreach."	
<b>Strategy/Recommendations</b>	
Bring-in live artists for music.	
Strive for a message that touches, music that moves, service that changes	
Establish a praise band to play for special church events and can be a seed for long-term alternative worship.	
Encourage worship participants, teachers, acolytes, choir members, coffee hosts, greeters, ushers, musicians to arrive early with eagerness to prepare together and encourage each other.	
Plan changing format of one of the church services or adding "blended", multisensory service	
Plan joint music and worship events	
<b>MileMarkers/Success Factors</b>	
Diversity in membership	
Growth in worship participation	
<b>Obstacles/Detours</b>	
Concept is not embraced by entire congregation	
Funding, staffing, volunteer participation	



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<b>7.15 Youth Council</b>	<b>Timeframe</b>
<b>Strategic Direction:</b>	Medium to long-term
Be advocates for environmental justice	
Provide diverse opportunities for fellowship	
Provide diverse opportunities for education	
Develop broad participation in the study of scripture	
Outreach to young adults, including local college students and young people in the working community	
<b>Connection to Vision:</b>	
1. "With the guidance of the Holy Spirit, we will strive to be a caring and transforming community of faith that embraces sojourners at all points of their journey."	
3. "We will focus on spiritual development and growth."	
4. "We will accept a range of theological diversity through a variety of means including multidimensional worship experiences, and diverse opportunities for fellowship, education, sharing and outreach."	
5. "We will be advocates for peace and justice"	
<b>Strategy/Recommendations</b>	
Have the children and youth define a plan for making our building more energy-efficient and reducing the organization's carbon impact.	
Explore new young adult faith groups that can meet separately such as college students, young working singles.	
Look into on-line faith opportunities, such as bible studies	
Explore using technology to maintain contact with remote young adults (like those in college) using chat-room fellowship and bible study	
Missions and Service projects beyond the church	
Hire a part-time college student, provide guidance and volunteer support staff	
Establish relationships with University Christian Groups	
Such as Campus Crusade for Christ	
<b>MileMarkers/Success Factors</b>	
Increased enthusiasm and desire of youth to participate	
Growth or membership and participation	
<b>Obstacles/Detours</b>	
Funding for increased staff	
Interest and focus by the congregation	
Increased committment level from youth and avoiding scheduling conflicts with school, scouts, babysitting, sports, etc	



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<b>7.16 Lay Leadership</b>	<b>Timeframe</b>
<b>Strategic Direction:</b>	Immediate to medium term
Recruiting leaders and leadership development	
Establishing an Equipping Ministry	
Establish relationships with other churches, with special focus to establish two-way relationships with African American, Latino, Asian, Korean, Indian and Catholic congregations	
<b>Connection to Vision:</b>	
1. "With the guidance of the Holy Spirit, we will strive to be a caring and transforming community of faith that embraces sojourners at all points of their journey."	
2. "We will provide opportunities to discover and use our gifts to serve Christ."	
<b>Strategy/Recommendations</b>	
Develop leadership for the future	
Research, plan and execute Spiritual Gifts Training for all church leaders.	
Provide leadership and support to committees as they implement the Strategic Action Plan	
Participate as members of the proposed Leadership Advisory Team.	
Encourage the congregation to participate in opportunities for Bible Study	
Identify and encourage laity to attend training for Christ Servant Ministry	
Establish relations with Lay Leaders in local congregations	
<b>MileMarkers/Success Factors</b>	
Expanded the pool of individuals in leadership positions	
New and younger leaders	
<b>Obstacles/Detours</b>	
Paradigm shifts are required	



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<b>7.17 Pastoral Leadership</b>	<b>Timeframe</b>
<b>Strategic Direction:</b>	
Establishing an Equipping Ministry	
Christ Servant Ministry training and Stephens Ministry training	
Establish relationships with other churches, with special focus to establish two-way relationships with African American, Latino, Asian, Korean, Indian and Catholic congregations	
<b>Connection to Vision:</b>	
1. "With the guidance of the Holy Spirit, we will strive to be a caring and transforming community of faith that embraces sojourners at all points of their journey."	
2. "We will provide opportunities to discover and use our gifts to serve Christ."	
<b>Strategy/Recommendations</b>	
Assist all members in linking their gifts and talents with service opportunities within the church	
Establish a continuous annual goal of at least 1 new entry into Christ Servant Ministry training per year.	
Help identify Latino church and establish Pastoral relationship	
Re-establish the Stephens Ministry program at Berwyn	
<b>MileMarkers/Success Factors</b>	
Growth in active church leadership	
<b>Obstacles/Detours</b>	
Church Structure	
Tradition	



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<b>7.18 All Committees and Leads</b>	<b>Timeframe</b>
<b>Strategic Direction:</b>	Immediate
Vision-specific guidance documents developed by and for functional committees	
<b>Connection to Vision:</b>	
2. "We will provide opportunities to discover and use our gifts to serve Christ.	
<b>Strategy/Recommendations</b>	
Review Committee purpose with respect to the church mission and vision and introduce meetings with words or prayer that focus and remind others of the mission goal or purpose within the context of the love of God and asking continuously of we fulfilling our church function with excellence in a manner worthy of the mission God has given us in Christ	
<b>MileMarkers/Success Factors</b>	
All committees/groups are guided by our vision statement	
More interaction and cohesiveness among committees and small groups	
Members feel connected within our church community	
Committees/groups effectively work together to meet our goals	
<b>Obstacles/Detours</b>	
Tradition/Fear of change	
Existing church structure	



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<b>7.19 All Members</b>	<b>Timeframe</b>
<b>Strategic Direction:</b>	Immediate
Introduce blended, multisensory elements into the format of one of the church services	
<b>Connection to Vision:</b>	
4. "We will accept a range of theological diversity through a variety of means including multidimensional worship experiences, and diverse opportunities for fellowship, education, sharing and outreach."	
<b>Strategy/Recommendations</b>	
Take pride in our church home that we want others to be a part of	
Prepare ourselves mentally and spiritually for worship.	
Arrive early to prepare our mindset for holy, passionate and exciting worship. Set aside our Sunday morning for God, being free of church business and other business for the love of God and giving your best for God in worship	
Join, attend, support and lead small group bible studies and classes	
Make a point to know everyone so we can know and greet those who are new.	
Be passionate worshippers, understanding that the presence of Christ in the service is dependent on the attitude of those present	
<b>MileMarkers/Success Factors</b>	
<b>Obstacles/Detours</b>	