

**Glen Mar**  
United Methodist Church

Strategic Planning Team (SPT)  
Report to the  
Church Council (CC)

May 1, 2007

**PREFACE:** The Church Conference authorized the creation of a Strategic Planning Team (SPT) at the end of 2005. The Team started to meet in September 2006 and was charged with the responsibility of reporting back to the Church Council (CC).

The order of the **CONCLUSIONS** and **RECOMMENDATIONS** are not priority based. The SPT leaves the setting of priorities to the CC unless otherwise stated.

**REPORT:** The SPT is pleased to announce its findings and concludes that the GMUMC is healthy, vibrant and wonderfully positioned to move into a new building, to reach out to more of the people in the community, and to transition to a new Senior Pastor. We wish to report that there is an opportunity to modify GMUMC's current focus and governance structure to strengthen the Church so it can more successfully pursue our Mission and Vision.

I. SPT CONCLUSIONS (We/us: means the GMUMC, not the SPT, unless otherwise indicated in this section of the report).

1. We are constructing a new building and expect to start to occupy it within a year.
2. The new site and building offer us the opportunity to expand our ministries and to increase the number of people participating in Church activities.
3. Anders Lunt, Senior Pastor, will be changing his form of ministry sometime between December 31, 2008 and June 30, 2010. This will result in his retirement as our Senior Pastor.
4. There is significant opportunity for us to invite, welcome, develop and nurture our Church's participants (members and non members alike) more than we do at present. The SPT believes that adoption of applicable portions of the North Point Church's "Foyer", "Living Room" and "Kitchen" behaviors/activities (see appendix E) is a starting point.
5. There is an opportunity and need for us to focus more on expressing our love and providing support for each other (Church participants).
6. Our Bishop has directed all the churches in the conference to become Acts 2 churches. We need to continue to affirm our efforts to be an Acts 2 Church. (see appendix G).
7. There is a need to review and modify our current Vision to guide us until the time that we have moved into the new building and the new Senior Pastor assumes his/her duties (estimated timeframe 1/1/09-12/31/11). This new Vision is presented in Section III.
8. The evolution of the structure and function of the Church Council (CC) has been continuous and needs to again be revitalized in order to better coordinate and support the activities of the Church (such as implementing this Strategic Plan). The Church Council needs a subgroup that:
  - a. is small enough to allow adequate discussions of issues and to promote consensus building.
  - b. meets frequently enough and of sufficient duration to be timely in its reviews and actions.
  - c. is based primarily on the ability of the members to gather and synthesize data, discuss options, set priorities, review progress, share information, educate and be held accountable for results.
  - d. is driven by the motivation of its members to determine the most cost/effective use of the Church's resources in order to support our Mission and Vision.

Research reported to the SPT concluded that churches with small memberships usually have relatively large representative CC's. As a church's membership grows, so does the complexity of its activities. Successful Churches with larger

memberships tend to have smaller, more knowledgeable leadership groups that require more time and focus of the individuals involved.

9. Support of the new building, ministries and other Church activities will require larger and more sustained financial resource than in the past. This necessitates the need for greater contributions from Church participants.
10. Effective Communication is vital and there is a need to improve it, both within the Church, and externally.
11. There are special programs that could be enhanced by better coordination of several church ministry Teams. This includes activities to grow membership, coordinate special events (such as Easter and Christmas services), and others.
12. The largest segment of the congregation is families of school age children. There is a need to enhance activities for this group to include ample opportunities for families to worship and learn at the same time, to build family values, and to ensure that the needs of this group are met.
13. The official Church history stops in 1997. It should be brought up to date.

II. MISSION: PRAISING GOD, GROWING DISCIPLES, SERVING THE WORLD. After a careful review, the SPT concludes that the current Mission is and has been a primary strength and the chief identity of our church. While much will change during this time of transition, we believe it is important that our mission remain the same.

III. VISION: The SPT suggests a modification of the current Vision in order to facilitate the implementation of this Strategic Plan. An important aspect of this vision is the need to create an environment that encourages nurturing for all people. We propose the following:

Glen Mar is a Christian church that invites and welcomes all. Through worship, Bible study, and small groups, we seek to deepen our relationships with God and grow together as a caring community. We are equipped and encouraged to serve others and share God's love, as followers of Jesus Christ.

#### IV. CURRENT ASSETS

A complete list of the SPT's recommended Core Beliefs and Values is in appendix B. In addition, we wish to bring special attention to the following:

1. Factors that attract participation by new people:
  - a. Quality of Worship (including the methods of worship, quality of music, etc)
  - b. Strength of the Youth Programs
  - c. Quality of preaching
2. Factors that retain participants
  - a. Quality of Senior Pastor's sermons
  - b. Strength of the Youth Program
  - c. Strength of the Mission/service opportunities.
  - d. Opportunity for Spiritual Growth and development

## V. RECOMMENDATIONS

1. Church Council Structure: The stated purpose of the CC includes implementing and aligning ministries with the Mission of the Church, and evaluating the effectiveness of the ministries (see appendix C). The SPT (we) propose the creation of a CC executive committee to be known as the Church Council Leadership Team (LT) to assist in achieving these results. Characteristics of the LT include the following:
  - a. Small size, to consist of:
    - i. Chair of the CC
    - ii. Senior Pastor of the Church
    - iii. Lay Leader of the Church
    - iv. At Large Members (six, in three classes of two, nominated expressly for the LT by the Committee on Lay Leadership)
  - b. Member's qualifications:
    - i. Meet the criteria for being a member of the CC, commit to attend regular and frequent meetings and complete work assignments.
    - ii. Have knowledge of and support the Strategic Plan.
    - iii. Have a proven ability to gather and synthesize data, discuss options, set priorities, review progress, share information, educate, and accept accountability for results.
    - iv. Be able to create and use metrics.
    - v. Not lead a ministry.
  - c. The Leadership Team will:
    - i. Meet frequently enough to meet the responsibilities of the CC and to provide timely oversight, direction and feedback (we envision monthly meetings).
    - ii. Be empowered to act on behalf of the CC, subject to ratification of actions at the next CC meeting.
    - iii. Keep the CC informed of its actions.
    - iv. Maintain accurate records of meetings

The Church Council will meet quarterly with the chief functions of reviewing and commenting on LT activities and voting on actions as well as other CC responsibilities not assigned to the LT (e.g. act as the administrative agency of the Charge Conference). Members of the CC may be asked to serve on subcommittees

The Chair of the CC should ask the Committee on Lay Leadership to nominate At Large members of the LT for election by the Charge Conference as soon as feasible. Given the urgency to start the LT functions, the At Large members nominated, who are not currently CC members, should be allowed to serve immediately subject to permanent approval at the Charge Conference.

2. Endorse and present the Transition Vision to the Charge Conference.
3. Leadership Team to review all ministries over the next six months. Each ministry will be asked to report on their activities and to include "Foyer", "Living room", and "Kitchen" activities in their plans (see appendix E). Attention should be

placed on how programs appear to non participants of the Church and to creating “Inviting” programs that also “Nurture” relationships (many people must “Belong before they Believe”). Each ministry will be encouraged to develop effective Communications both within and external to the Church. Each ministry will develop metrics to help assess their accomplishments. The LT is to help the ministries understand and implant these concepts and to share the Best Practices of other ministries. The first Ministries to meet with the LT should be those related to attracting and retaining Church participants (to include: Worship, Youth, and the Transition Teams)

4. The Leadership Team will ensure that all ministries, both now and those created in the future, understand this Strategic Plan. This will include conducting a training workshop on the concepts mentioned in number “3” above.
5. The Strategic Planning Team recommends that the CC instruct the Finance Committee to create an endowment within the next six months. The Endowment should be structured to encourage donations. It is understood that the original Endowment structure may be relatively simple (e.g. accept only cash/stock) and may become more sophisticated in the future.
6. The Strategic Planning Team recommends that the CC create a Team to explore other methods of enhancing revenue. Its report to the Church Council LT should be received by 1/31/2008.
7. The SPT recommends that the CC ask the Senior Pastor to consider increasing the percentage of sermons delivered by the Senior Pastor to at least 75% of the primary Sunday services. We recognize the need for others to present in order to support other Church programs (such as Disciple Sunday, Youth Sunday, Scouts’ Sunday, etc.). When the Senior Pastor and a special group are not delivering the sermon, it should be delivered by someone with proven ability to attract/retain both Church participants and non participants.
8. The Strategic Planning Team recommends the senior pastor incorporate more topical themes and sermon series in preaching.
9. The Church Council should direct the Staff Parish Relations committee to consider the skills that support this Strategic Plan as minimum criteria within the text of the Senior Pastor profile for Glen Mar UMC. These include, but are not limited to, the following:
  - a. gifted in writing and delivering sermons
  - b. ability to serve constructively on the LT
  - c. proven desire and ability to minister in a laity led Church
  - d. ability to successfully reach out to non participants of the Church
  - e. ability to successfully lead our new focus on relationship
  - f. ability to nominate people (as the Chair of the Council on Lay Leadership) that perform their responsibilities well with an emphasis on the positions of Chair of the CC and the LT members At Large.
  - g. skills in developing effective Communication plans.

- h. skills in assisting in the development of “Foyer” and “Living Room Activities”
  - i. ability to continue the functions of the Oasis meetings.
  - j. relates well to all kinds of people
10. The Church Council is to direct the Staff Parish Relations committee to consult with Pastor Lunt concerning the best time for his retirement. We suggest that this should occur no sooner than one year after moving into the first Phase of the new building. Adequate time, after one year in the new building, should occur to allow for Closure activities that should include debriefing Pastor Lunt on lessons learned at GMUMC. We recommend a retirement date no sooner than June 30, 2009.
  11. The Church Council is to direct the Transition Team to “energize” the Church by activities that include reminding the Church why it chose to build a new building, and describing the opportunities and possibilities open to us. The Transition Team should consider that **there is only one opportunity to make a positive first impression.** They should focus on actions that attract and retain both Church participants and non participants as we transition to a new building.
  12. The Leadership Team should review the ACTS 2 requirements (“Fruits”) (in appendix G) identified by Bishop Schol and decide if any new Church actions or metric developments are needed. The Fruits include:
    - a. New believers
    - b. Increased worship attendance
    - c. Mission in the community, Increasing numbers of persons in ministry and financial support for Mission
    - d. Signs and Wonders
  13. The Leadership Team will recommend to the Church Council the creation of Teams to better coordinate special events and new initiatives that will involve more than one ministry at a time (these might include the creation of Teams to coordinate New Members, Communication, Advent and Easter).
  14. The Church Council should enact the changes listed above as soon as possible, even if it requires extra meetings. It is imperative that training begins soon and that the Transition and other Teams/Ministries have adequate time to perform their functions. It is our expectation that planning and programs be in place by September 2007.
  15. The Church Council should initiate another Strategic Planning Team to develop a new plan once the new Senior Pastor is acclimated to the Church.
  16. The Oasis meetings need to be a regular ongoing activity that continues to nurture the Ministry Leaders (see appendix D).

17. The Church Council should support development of a Family Ministry Team to assess and respond to the needs of families with school age children, and to promote faith and Christian Learning at home and in the church.
18. The Church Council should create a Team to update and maintain the Church's history.

Respectfully Submitted,

The Strategic Planning Team

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Appendices:

Appendix A – History 1953 – 1997 (to be completed and maintained)

Appendix B – Core Beliefs and Core Values

Appendix C – Church Council Charter

Appendix D – Oasis

Appendix E – North Point Church model adaptation

Appendix F – Laity-led principles of Glen Mar

Appendix G – ACTS 2 Principles