

Strategic Plan

KUMC – August 2008

Mission: Fostering generations of Christ's disciples

Tactics:

·Radical hospitality

Christian hospitality refers to the active desire to invite, welcome, receive, and care for those who are strangers so that they find a spiritual home and discover for themselves the unending richness of life in Christ. It describes a genuine love for others who are not yet a part of the faith community; an outward focus, a reaching out to those not yet known, a love that motivates church members to openness and adaptability, willingness to change behaviors in order to accommodate the needs and receive the talents of newcomers. Beyond intention, hospitality practices the gracious love of Christ, respects the dignity of others, and expresses God's invitation to others, not our own.

Radical means "drastically different from the ordinary practice, outside the normal," and so it provokes practices that exceed expectations, that go the second mile, that take welcoming the stranger to the max. It means people offering the absolute utmost of themselves, their creativity, their abilities, and their energy to offer the gracious invitation and reception of Christ to others.

·Passionate worship

Passionate describes an intense desire, an ardent spirit, strong feelings, and the sense of heightened importance. Passionate speaks of a connection that goes beyond intellectual consent. It connotes eagerness, anticipation, expectancy, deep commitment, and belief.

Worship describes those times we gather deliberately seeking an encounter with God in Christ. We cultivate our relationship with God and with one another as the people of God. God uses worship to transform lives, heal wounded souls, renew hope, shape decisions, provoke change, inspire compassion, and bind people to one another. Through worship, God actively seeks a relationship with us, pardons sins, restores relationships, and changes lives.

·Intentional faith development

Intentional Faith Development refers to the purposeful learning in community that helps the followers of Jesus mature in faith, such as Bible studies, Sunday school classes, short-term topical studies, and support groups that apply the faith to particular life challenges. Learning in community replicates the way Jesus deliberately taught his disciples. People cannot learn grace, forgiveness,

patience, kindness, gentleness, or joy, simply by reading about it in a book. These are aspects of spiritual formation that one learns in community, through intentional engagement. The sanctifying presence of God's spirit works through these practices to help us grow in grace and in the knowledge and love of God.

·Risk-taking mission and service

Risk-Taking Mission and Service includes the projects, the efforts, and the work people do to make a positive difference in the lives of others for the purposes of Christ, whether or not they will ever be part of the community of faith. Some churches have after-school programs for at-risk children, some send work teams across the state or across the world, some offer regular ministries to the incarcerated. Risk-Taking refers to the service we offer that stretches us out of our comfort zone and has us engaging people and offering ourselves to ministries that we would never have done if not for our desire to follow Christ. Risk-taking steps into great uncertainty, a higher possibility of discomfort, resistance, or sacrifice. It pushes us beyond the circle of relationships that routinely define our church commitments. It changes the lives of the people who are served as well as the lives of those who serve.

·Extravagant generosity

Extravagant Generosity describes practices of sharing and giving that exceed all expectations and extend to unexpected measures. It describes lavish sharing, sacrifice, and giving in service to God and neighbor. Every scriptural example of giving is extravagant, and churches that practice Extravagant Generosity teach, preach, and practice the tithe. The focus on the Christian's need to give because of the giving nature of God whom we worship.

Process: Members of the Administrative Council spent 4 meetings brainstorming the strengths, weaknesses, opportunities and strengths (SWOT analysis) of our church. After discussion, the ideas expressed were prioritized and summarized to help develop a coherent statement of these respective areas. The goal of this process was to provide the fundamental information needed to draft this strategic plan.

Summary of SWOT Analysis

Strengths:

Our strengths can be summarized in three distinct, but interrelated categories: people, program and place. The KFUMC staff and congregation were clearly viewed by the group as a huge asset to the church. Most felt that a sense of “family” exists within the congregation, is supported by actions of the staff (see numbers on compassionate care, fellowship), and is the major strength of our church. Compassionate care of members by and through other members and staff, and the involvement of members in mission work are also clearly valued (see programs). The church

benefits from strong leadership among staff and laity, with many community leaders in the congregation. Fiscal stability is highly valued, supported by a generous membership.

Youth programs and Christian education have long been hallmarks of our church and are still highly valued. The relatively recent rise in visible mission activity is seen as a big plus. The high ratings for pastoral services are consistent with the high value placed on compassionate care in the first section. Small groups, in their many forms, and fellowship programming are also major pluses.

Our historic building and its location on downtown Kennewick are seen as an asset. KFUMC is not seen as a neighborhood church, but a church for the entire Tri-Cities, as evidenced by the number of members who drive a considerable distance to attend. The architecture and aesthetics, especially our stained-glass windows are highly valued. The thought put into the elevator and new entrance and youth chapel, as they relate to meeting the needs of our members, is indicative of a caring, compassionate church.

Weaknesses:

Communications was seen as a major weakness within the church. “The right hand doesn’t always know what the left hand is doing” was a quote indicative of this feeling. Communications lapses about space and facility usage lead to frustrations and take a great deal of staff and lay time to sort out. Although the church uses services time, *The Clarion*, and electronic newsletters to get the word out, it seems many people still express a lack of knowledge about programs, activities, and church business decisions.

This is tied to the second most mentioned weakness – a lack of ownership and “taking responsibility” for the health of the church by many members. Also mentioned is the related issue of not having a good inventory of member skills and interests. It was continually mentioned that we wait for people to volunteer when we should be more proactive in inviting members to assist with church programs and activities (e.g., many people, especially newer members, are just waiting to be asked, but probably won’t volunteer).

The group also noted the lack of a strong cadre of members in the 20-30-40 year age range. The group was almost unanimous in stating that we need to develop more active members within this age group to insure the future.

Low staff compensation (compared to similar sized churches), coupled with a perceived lack of long-term fiscal stability (struggling from year-to-year to balance the budget), were also considered major weaknesses.

Lastly, a perceived resistance to change (“We’ve always done it this way”) by a segment of the membership was considered problematic.

Opportunities:

A theme that developed with the opportunities discussion was “Let’s make change an adventure”. Our opportunities were identified as follows:

Opportunities in Our Community and World

- Soup Kitchen
- Entrepreneurial opportunities: daycare, bookstore, coffee shop, thrift store, etc.
- ESL classes/tutoring/help with senior projects
- provide ministry to families of prisoners (at Connell)
- local summer camps (music, choir, etc.)
- open building to community events
- take advantage of community mission events, e.g., Habitat
- health care (blood drive, parish health team, dental screening, etc.)
- after school program
- computer classes
- Involvement with other churches in community
- Neighborhood church - target neighbors, those within walking distance
- invite others in
- Cultural change agent in community
- Role models in community
- Area and world missions
- Go Green

Opportunities in Worship

- multiple worship styles
- worship outside of building

Opportunities in programming

- Adult Ed Sunday morning classes
- every person has a ministry
- Youth training to bring friends
- attendance at conference training events
- Intern Program - Support call to Ministry
- Establish programs for college students, young adults
- singles ministry for all ages

Opportunities in Advertising

- Church is “Charming” - take advantage of history and tradition
- Chamber of Commerce - register for tourists
- tech opportunities (Web site, video and audio streaming, etc)

- marketing Sundays - speakers, pics, audio/video

Opportunities to strengthen our church family ties

- making each person special, supported, loved, a part of the church
- attend events already in place
- young families get-togethers
- family camp-outs (close by)
- Intergenerational Activities
- Update and publish all-church survey
- data base for gifts, talent pool
- projects to help church and others - to get to know one another
- more youth involved in other areas
- What can youth do for adults, as well as adults for youth?
- programs close to home in the summer

Opportunities for Stewardship

- Estate Trust Planning
- Creative giving opportunities including time, talents, gifts, etc
- tax laws
- Outside fundraising

Threats:

Threats are those issues that come from outside the church that can negatively impact us. Eight different types of threats evolved during the discussions and can be summarized as follows:

- **Economic**
 Recession
 Going “green” issues
 Gas prices
 Downturn in church revenue
- **Physical Plant/Equipment**
 Old building
 Transportation issues
- **Denomination Issues**
 Competition from other denominations/churches
 Bad press from hot topics
- **Internal**
 Apathy
 Unrealistic planning

Aging active members
Disagreements on direction
Staffing/Compensation
Loss of faithfulness

- **Mandates - Health, etc.**
Zoning
Tax status
Minimum wage
- **Legal**
Liability - accident, employment actions, van issues
- **Staff-Related**
Misbehavior
Bad fit
- **Cultural**
Changes in values
Demographics
Education levels
Distractions

Conclusion:

Our rich heritage at KUMC, founded in our faith, people and place have given us the opportunity to be Christ's presence in our community. This heritage is an incredible gift we should celebrate each day. Whether this church and its family is still vibrant in the future depends upon how we, the congregants of today, respond with our strengths to our identified weaknesses and threats and take advantage of the opportunities we have identified.

As United Methodists, we believe that each of us has a ministry and gifts that Christ expects us to share and employ. As a church, one of our primary tasks is to assist each member to find their gifts and ministry and then become fully engaged. This is part of God's plan for each of us.

The following table, outlines what we, the Administrative Board, believes to be the strategic direction this church should take in the months and years ahead. If this is to be effective, this planning effort should become an integral part of the work of the Administrative Board thereby being continually monitored and updated.

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AREA OF CONCENTRATION	DESIRED OUTCOME(S)	RELATED ACTIVITIES	RESPONSIBILITY?	MILESTONE DATES MEASURE
People	Increase number of fellowship groups by 10% per year for five years	Create fellowship group brochure	Senior Pastor & staff	
		Connect new members with existing fellowship groups		
	Recruit and retain more members in the 25-40 year range			
	Increase active participation in church activities by existing members	Conduct bi-annual inventory of member gifts and talents		
		Develop a process for inviting members to put their gifts and talents to use in church-related activities		
	Develop, maintain, and implement a comprehensive communications plan	Advertising plan		
		Enhanced use of electronic communications		
		Develop group of "ambassadors"		
Programs	Expand local ministries	Start a soup kitchen	UM Women; Missions	

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Start a Christian music
day camp for local
children

Associate youth pastor;
music director

Explore starting a
day care center
etc.

Continue with a strong youth
ministry

Give lay leaders more
responsibility for operations

Migrate paid staff to more
program development
and oversight

Place

Develop a long range
capital improvement plan

Complete construction of
new fellowship hall

Remodel Ida Payne Hall
kitchen area for other use

Develop a long range
comprehensive transportation
plan

Make physical plant more energy
efficient and earth friendly

Open church to community for
more community events - invite
the neighborhood

Assign space scheduling to one
person and post space use
calendars

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Administration

Insure proper leadership and management of our church

Conduct a staff compensation survey

Develop a comprehensive personnel manual

Hire a business manager

Insure the fiscal health of our church

Adopt a comprehensive annual budget to include all funds, incomes and expenditures.

Include data from C.I.P. and other data sources.

Look at enhanced revenue options such as member estate planning and insurance assignments, etc.

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