

# Orchard United Methodist Church

## 2020-2025 Blueprint

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## **PROJECT OVERVIEW AND GOALS**

Our congregation continues on a quest to offer dynamic ministry true to our identity and building the Kingdom of God in our area. This Blueprint outlines our commitment to follow the path that Christ is preparing for us. We are determined to seek God in all that we do, as we continue in our mission of, *“Transforming the world by growing in faith, serving others, and sharing Jesus.”*

Some facts about this Blueprint:

- Our work began in the fall of 2019 as an outgrowth of our Generosity Ministry.
- We were charged to develop a 5-year strategic plan for Orchard UMC by examining the overarching Orchard Ministry Vision and current ministry status.
- This Blueprint will guide our ministry vision, operations, and strategies over the next 5 years focusing on our Core Values and committing to align three areas of Focus (Program Ministry – Healthy Leadership – Financial Support) for coordination, development, fulfillment and evolution of ministry.
- This Blueprint will be a living document casting vision, giving direction and adapting to the changing landscape of ministry.
- This Blueprint will be shared with our Leadership and key members of our congregation to get affirmation and support for the direction of the church. It will become operational in the fall of 2020 and be brought to the Charge Conference of 2020 for affirmation.

## **WHY A BLUEPRINT NOW?**

The Church everywhere is seeking its identity. In an era when many things in the world seem uncertain, we are clear on who we are at Orchard UMC. We seek to meet needs of people in our community and beyond, offering hope, healing, and relationship in the name of Jesus Christ. We seek to confidently move into the future, while also navigating that which is unknown. This blueprint is our statement of courage and identity as we follow Jesus in an era of change.

1. The world around us is changing: the default in our community is no longer a natural affinity for church life. Within a five mile radius there is a great diversity reflecting a variety of cultures and faith traditions. In the world today, it is likely that some neighbors have been wounded by past church experiences. Some of our “defaults” in language and programming do not connect to the experiences of those we are called to serve. We are committed to finding new ways to be church.
2. Our church building continues to be a wonderful asset for ministry and a way to connect to the communities around us. We are in the final stages of paying off the mortgage and need to offer opportunities for people to be proud to shift their mortgage support to strengthen our existing ministry and serve as foundation for new ones to begin.

3. We need to celebrate our Mission Statement and Core Values and continue to make them relevant and easy for people to understand and embrace.
4. Our denomination is in the midst of strife that will likely lead to a split over the full inclusion of LGBTQ folk. The past few years have highlighted a painful debate on inclusion of LGBTQ individuals in the life of the United Methodist Church worldwide. Orchard continues to be and always will be a church for all people to be involved in the full life of our church. We will seek to offer the Gospel of Jesus Christ so those who have been kept out of faith communities or wounded by them can know this is a safe place for healing, engagement and fulfillment of their call as children of God and disciples of Jesus Christ.
5. At all times, we want to live in a spirit of gratitude and generosity. As we grow in our understanding of generosity, we know that this is about far more than money. However, we also without apology need to ensure financial vibrancy, so that we may fully support our ministry and continue to meet needs in our community.
6. We need to coordinate our ministries of Generosity, Administration and Program development so they are all working in unity on ministry fulfillment.

## **HOW WE DID OUR WORK**

- We began our work in the fall of 2019.
- We met monthly as a team.
- We met with key program staff members and lay leadership to define current ministries and future goals and dreams.
- We continued to work with Scott McKenzie, Horizon's Stewardship Consultants, to help guide our multi-year Generosity based Ministry.
- We reviewed in detail the current and future staffing model and lay leadership structures.
- We underwent a thorough historical financial analysis and projected financial plan review.
- We used discernment and prayer to undergird our work.

### **BLUEPRINT 2025 TEAM:**

- Tim Aben
- JoAnn Andrees
- Jeannine Hales
- Madelyn Jenkins
- Steve Kohl
- James Rowley
- Rev. Nick Bonsky
- Rev. Amy Mayo-Moyle

### **OUTSIDE GUIDANCE:**

In January of 2019, we received a "Stewardship Discovery Report" from Dr. Scott McKenzie our Generosity Consultant from Horizons Stewardship. In the document were several recommendations, including the development of a five year strategic plan. Upon the recommendation of Dr. McKenzie, we asked the Rev. Richard Dake to serve as our facilitator. Rev. Dake is currently serving as Senior Pastor at Clarkston UMC. He knows the United Methodist Church in this area well after over 40 years of experience. He is known as a pastor effective at helping churches be true to themselves and their context for ministry. Rev. Dake is focused on growth that builds congregations and deepens faith. He has been part of many strategic plans and fulfillment in local churches and in the conference. He has worked closely with Rev. Mayo-Moyle for many years. He is highly supportive of her ministry and the ministry of Orchard UMC.

Susan Beaumont's books – *Inside the Large Congregation* (2011 Alban Institute) and *How to Lead When You Don't Know Where You Are Going – Leading in a Liminal Season*– provided third party comparisons for our work and guided our discernment. In *Inside the Large Congregation*, Susan describes a "Multi-Cell Church" which aligns well with Orchard UMC in our current structure and operations:

- Annual Budget between \$500,000 - \$1 million (Orchard UMC 2019 \$715,508)

- Average weekly worship attendance 250-400 (267 for Orchard 2019)
- Multi-celled church that requires strong lay leadership development
- Focus on adapting to the complexity of more than one group of people. “I don’t know everyone and everyone does not know me”
- Growth is important but limited by staff capacity, budget and laity involvement
- Lead Pastor moves from personal engagement with everyone and guides by vision-casting and working to develop effective leadership models.
- Empowerment of teams is critical to the work of development of ministry programs and events.
- Staff continually needs to balance its work as generalists and specialists as they support ministry.

In her work on *How to Lead When You Don’t Know Where You Are Going – Leading in a Liminal Season*, Susan Beaumont describes the challenges and opportunities of trying to do effective ministry in times of radical change around you. She helps us gain perspective on how to thrive when the assumptions one used to count on are no longer valid. As we move into the future, we know the culture has changed and there is no longer an expectation that church is a value. Our denomination is in a state of radical change and we will continue to be affected by that for the unforeseeable future. Our congregation is changing as we grow and adapt to more people, new ideas and new ways of doing ministry.

Our Blueprint seeks to guide our church with clarity and adaptability. We are excited to face the future with expectations and anticipation.

As we did our work, we took a look at our current status and share the following as a Snapshot of our Ministry.

## **Snapshot of Ministry**

November 2019

We celebrate a review of the ministry of Orchard UMC reveals a healthy church impacting lives and celebrating divine grace.

There is much to celebrate at this time in our ministry. Some of our current strengths include:

- Strong and Effective Clergy and Lay Staff
- Committed and Talented Lay Leadership
- Clear Mission and Core Values
- Worship that serves as the focal point of inspiration and invitation for the ministry.
- Multi-generational ministry opportunities in faith formation and growth.
- Mission opportunities for all ages
- Holding steady in attendance and financial health
- Manageable debt

## **Emerging Strategic Themes and Opportunities:**

### **Leadership/Lay Activation**

- Committed Lay Leadership currently in place
- Process needs to be developed to maximize laity engagement
- Review of current governance model is needed
- Staffing model requires a review to fill gaps in existing ministry needs and for future growth.

### **Equipping Ministry**

- Orchard has an established multigenerational offering of spiritual growth, community building and service ministries.
- Current staffing and funding does not allow for growth.
- The offerings in this area reflect a healthy traditional model of ministry that works for those who are in the church.
- There is a need to develop ministries that are readily accessible to those beyond the walls of the church.
- There is need to identify and offer more targeted programming for the congregation.
- What programs are building bridges between the church and community?
- In what ways are the location and building an asset or liability for ministry growth?
- What are the plans for intentional growth in attendance and impact

### **Funding**

- Program budget has sustained incremental growth for over five years.
- Mortgage debt has been managed well and is in range to be retired in 2021.
- Since our work with Dr. McKenzie, generosity has become more of a year-round focus. However, there is room to grow. There is a need for more specific year-round focus on developing generosity funding in specific demographics. (Life and Legacy Gifts, developing members to continue to grow in their financial generosity, seeking top givers to maximize their impact, etc.)

### **Denominational and Cultural Shifts**

- Inclusivity is a value, and at our core we are hospitable. Because we want to ensure the welcome of all people, we have
- Orchard has a clear understanding of its theology and practice to be able to respond to whatever path the larger Connectional Church chooses to create. The leadership will intentionally keep the congregation informed on what is happening at the larger church level.
- We are located in a beautifully diverse community with people from all cultures and traditions. Our commitment to Inclusion and hospitality leads us to take intentional

steps to build bridges across the chasms of racism, sexism, economic disparity and other challenges that separate people from each other.

- Inclusion and hospitality require more than compassionate hearts. To truly be inclusive, we need to address the assumptions and lack of awareness we carry about ourselves and others. We will create opportunities for all to grow through a variety of experiences to be truly inclusive.

## **Mission Statement and Core Values**

### **Mission Statement**

*“Transforming the world by growing in faith, serving others, and sharing Jesus.”*

The statement effectively communicates who we are and who we are striving to become. We celebrate the impact it has made and continues to make for the congregation. We believe it is clear and accessible to understand to those outside of the church. There are countless things a church can do. This mission statement keeps us focused on a foundation of transformation. It clarifies even more the call for us to engage specifically in spiritual growth, service and witness.

Our congregation knows this mission statement. We believe it reflects who we are and the ministry we are called to live out into the future.

We recommend keeping, *“Transforming the world by growing in faith, serving others, and sharing Jesus”* as the Mission Statement for the church.

### **Core Values**

Inclusivity-Hospitality-Worship-Discipleship-Mission-Stewardship

We celebrate the core values of our ministry. Each one has served to clarify and encourage our ministry. Core values remind us of our deepest commitments and identity. Our Core Values have blessed our congregation with these gifts.

As we reflected on these Core Values and the next five years, we came to two conclusions. The first is the essence of these values remain valuable going forward. The second is the time is now to reflect these values in a new way. We believe it is essential Core Values are easy to remember and understandable to those in and outside of the church. Therefore, we offer the following as Core Values that carry a more concise list using language reflective of this time in the church.

### **Inclusivity**

Our welcome statement says: “Orchard United Methodist Church is a community of faith that believes Jesus taught us to value and respect the humanity and holiness of all persons of any race, gender, sexual orientation, gender identity, age, ability, social, and economic circumstances. We celebrate the diversity of our community. We welcome and invite all persons to join us in the full life of our church on our journey toward a closer relationship with God.”

We ensure inclusivity by practicing hospitality that offers an extravagant welcome to all. Therefore, our actions shall reflect the love and grace of God to everyone who walks through our doors or experiences our ministry in the community.

## **Spiritual Growth**

Each one of us is at a different place and understanding in our faith journey. Through conversation, collaboration and bible study, we learn from one another and grow in faith and understanding. Our faith can ebb and flow, intentional spiritual growth ensures that the journey doesn't become stagnant. It is an Orchard core practice to offer opportunities for all ages to grow spiritually broadening their biblical understanding, developing their personal theology and linking both to their Christian life.

## **Mission**

Through mission we follow in the footsteps of Christ by coming alongside people, loving them and helping to make life better. It is offering our best to those in need. Mission is doing the work of justice as we seek to ensure that God's people are able to live and thrive in the world. Mission creates transformational relationships; in serving we see the value and gifts of each of God's children and build the kingdom together.

## **Generosity**

Everything we have and everything we are is a gift from God. We worship a God of generosity and abundance. All people are created in the image of God and therefore called to be generous. We actively offer opportunities for our congregation to give generously through their resources of time, talents, financial gifts, service and prayers. As we are generous with one another, we are also generous with our community and world. It is a core practice of Orchard to take conscientious care of our resources enabling us to be the best we can be as a church.

## **Three Areas of Focus**

### **Program Ministry**

Recommendations:

#### **Governance**

- Orchard UMC is blessed with many people deeply committed to our ministry. As we look to the future, we need to examine the most effective way to organize and empower effective governance for the ministry. We recommend the development of a Leadership Team with authority to set policy, approve and manage budget and coordinate the work of administration of ministry. The Leadership Team will function as a Board of Directors ensuring healthy functionality of the direction of ministry. It will be a team of not more than 10 including chairs of SPRC, Trustees, Finance, Generosity, Missions, Volunteer Engagement, Church Council and Lay Leader. It will meet monthly or more as necessary.
- We recommend our Church Council continue to meet quarterly to receive coordinate, evaluate and celebrate program ministry in line with the mission and core values of the church. It will have a future focus on what is next and what is needed to reach as many in and beyond the church for Jesus Christ.

#### **Mission Engagement**

- Missions is central to who we are at Orchard UMC. Our call to serve manifests itself in many expressions. From CROP walks to building a tiny home in Detroit, participating in ministry with the homeless in Oakland county and monthly mission collections, we offer every age the opportunity to engage in mission. We believe there are lessons learned and gifts identified when we serve Christ by serving others. Our recommendation is to continue the long tradition of diverse options and new experiences in mission work.

#### **Program Health**

- As the 5 Year Model for Program Health is being considered, the following are suggestions for consideration in our program ministry. We recommend the Church Council give primary direction over the following:
- Engage in conversation and discovery to identify the needs and desires of the congregation for ministry and work to meet those identified.
- Quarterly review the events that serve that adult population to ensure the needs of the congregation are being met.
- Increase involvement of adult (male and female) member participants by at least 10% annually over the next 5 years.
- Establish a children's advisory team that includes both male and female representatives for children from birth to high school. (already in process)
- Establish cross generational mentorship opportunities between adults and children at events.

## **Worship**

- Worship is the core of what we do at Orchard UMC. It is where we connect with each other. In worship, we find inspiration, direction and healing. Worship leads us to be nurtured and refocused in Christ and sends us out to serve the world in his name. We treasure the worship we share. We recommend the development of new worship to allow more opportunities to participate in different styles and times of worship. This could include but not limited to:
  - Summer Mid-week worship
  - Different styles and time of Worship
  - Pop-up Worship experiences here and beyond the church

## **Youth Ministry**

- Youth ministry has a long history of vitality in our church. Cultural shifts make it a ministry requiring continual creativity to connect with today's youth. We are grateful for the dedicated faithful work of our staff and laity who work with our youth. They need our support to continue to offer quality ministry. We celebrate the work with youth not only in our church but also serving the youth of the area.

## **Healthy Leadership**

### Staffing

Orchard currently (October 2019) has the following staffing positions filled:

- Lead Pastor
- Associate Pastor
- Director of Music Ministries
- Church Administrator
- Church Secretary
- Membership & Accounts Receivable Secretary
- Interim Connections Coordinator
- Organist
- Accompanist
- Children's Ministry Director
- Coordinator of Early Childhood Education
- Family Events Coordinator & VBS Director
- Club 456 Leader
- Set Up Leader

### Recommendations:

- The Leadership Team will set a clear path for the church to maximize leadership health. This includes both paid and unpaid leadership in the church.

- We recommend the development of a Volunteer Engagement Team to create new ways of helping find their place in ministry. This team will create ways for people to serve on committees and engage in short term leadership positions and teams. It will find ways to create healthy transitions in leadership. It will create training opportunities for new leaders and provide ways to support and affirm volunteers. It will make training events available for lay leaders through the events such as those held by Annual Conference and beyond.
- Provide job descriptions for all volunteer leadership and staff positions with clear ministry descriptions and expectations.
- Offer opportunities for volunteer and staff positions to receive training and education.
- Volunteer Engagement team will develop a process to ensure healthy transition and preparation of leadership. It will also seek to maintain representation of a cross section of the congregation in leadership and volunteer opportunities.
- Staff Parish Relations Committee will work with Leadership Team to anticipate when staff changes occur and in developing new positions.
- Finance Committee will seek support for staffing through traditional funding sources and the pursuit of grants and other potential resources to anticipate costs of new staffing.
- SPRC will offer a variety of ways to communicate to congregation regarding changes in staffing.
- Take steps as quickly as possible to hire an Operations Manager. (20 hours initially with responsibilities for Church Calendar, Facility Management, Office resources, Payroll, Technology, Volunteer coordination and oversee building openers and closers.) The church administrator position will then shift to a complete focus on communication and worship development which will aid our evangelism efforts.
- Take action to hire other positions as necessary such as a part-time Adult Education director.

### **Financial Support**

Recommendations:

#### **Year Round Generosity**

- Develop a 24 month Generosity Calendar.
- Find new ways for developing Giving practices.
- Meet people where they are and help them develop new commitment to giving.

#### **Mortgage Debt**

- Retire the Mortgage Debt with great celebration.
- Begin to find ways to invite pledges to be converted from mortgage to broader ministry support.

#### **5-year Financial Plan**

- Work in tandem with Program Ministry, Trustees and SPRC to prepare for anticipated new programs, building and staffing needs by building a base of support for new ministry.
- Build transparency in Financial Ministry and continue to find new ways to Inform, Inspire and Invite financial support for Ministry fulfilment.