

FIRST UNITED METHODIST CHURCH OF FORT COLLINS
A Colorado Nonprofit Corporation

THE LONG RANGE PLAN

FOR

2017

*Adopted by FUMCFC Church Council
November 15, 2016*

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I. FOUNDATIONAL STATEMENTS OF FCFUMC

Vision Statement

**It is our Vision to be a community of faith as loving and considerate of persons as Jesus;
As devoted to justice as the Old Testament prophets; as responsive to truth as science;
as beautiful as art; as intimate as the home; and as indispensable as the air we breathe.***

**Adapted from the Congregational Church, Lee, Massachusetts, 1778*

Mission Statement

*It is our Mission to cultivate a Christian community that grows Open Hearts,
inspires Open Minds, and provides Open Doors.*

II. COMMITMENT STATEMENTS FOR 2027

In 2027, we envision the FCFUMC will:

1. Be a congregation committed to:
 - A. Following the guidance of Jesus Christ and the Holy Spirit, emphasizing His Good News message of Love, Compassion, Forgiveness, Peace, and Justice.
 - B. Functioning in accordance with the principles of the Methodist quadrilateral: Scripture, Tradition, Reason, and Experience.
2. Be a congregation of choice in Fort Collins for persons seeking:
 - A. Worship, social interaction, and personal faith journey growth with other Christians.
 - B. A warm, comforting place which welcomes people with diverse spiritual views, Christian beliefs, and theology.
 - C. A congregation with a commitment to outreach and service, where one can make a contribution of time and resources for the betterment of our church, our community, our nation, and the world.
 - D. A reconciling congregation that welcomes people of all sexual orientations and gender identities, and is open to reconciliation with Native Americans and other populations that may have historically been excluded by the wider church. We will participate in the Reconciling Ministries Network.
3. Be a growing congregation which has expanded significantly since 2012 as a result of:
 - A. The expansion of local outreach and other ministries to our community.
 - B. The support and establishment of new worship/activity sites in Northern Colorado.
 - C. Planned intentional efforts which have created a church environment designed to promote increased membership and Christian commitment.
4. Be a congregation with a central campus and operations located at the intersection of Elizabeth and Stover Streets:

- A. Which is committed to have its physical facilities, technology, and other equipment effectively expanded, as needed, to serve its Mission, programs, and ministries.
 - B. Whose organization, staffing, and operational capabilities are increased and/or modified to support fully both its internal and external programs and ministries.
 - C. Which has been instrumental in the expansion of the church into additional sites in Fort Collins and within the region of northern Colorado.
5. Be a congregation committed to the development and support of strong small groups:
- A. Which involve more people in the life of the church, and
 - B. Which are a major factor in the church being more outward looking and service-providing in the community.
6. Be a congregation committed to:
- A. Encouraging each of its members to volunteer in some way to achieve the Mission of the Church.
 - B. Maintaining an effective and robust volunteer program directed by a qualified coordinator who recruits, trains, and assists all church volunteers.
 - C. Operating a volunteer program which recognizes and positively reinforces the contributions made by each person.
7. Be a congregation which:
- A. Continues its long term commitment to traditional forms of worship services and music, recognizing their significant role for our congregants.
 - B. Also makes a commitment of staff, space, equipment and funding to offer non-traditional, casual worship formats for our church and community.
8. Be a congregation committed to “cradle to grave” faith formation which:
- A. Actively encompasses unique Christian education opportunities for all age groups.
 - B. Stays innovative and original in content to promote widespread interest and participation of not only our congregants, but also other significant segments of our community.

- 9.** Be a congregation with active and outwardly oriented programs of service and nurturing whose inclusive ministries:
 - A. Address:
 - Spiritual hunger,
 - Physical poverty,
 - Inequities in economic status,
 - Needed systemic changes in our community that can reduce such conditions.
 - B. Partner with local governments, other faith-based entities, local charitable organizations, or other interested entities to establish and operate programs and facilities which serve others.
 - C. Encourage more financial support and personal congregant participation which supports national and international missions and aid.
- 10.** Be a congregation with a strong Culture of Generosity that supports the Mission and commitments of the Church by its prayers, presence, gifts, service, and witness.
- 11.** Be a congregation committed to keeping our Church relevant in a changing world.

III. AREAS OF FOCUS – INITIATIVES/GOALS **

Following are the Five Areas of Focus for the 2017 Long Range Plan. For each Area of Focus, specific initiatives/goals are defined. Achievement of these, or similar goals, will be essential for the Commitments Statement to be attained.

** Included with each Area of Focus is a listing of the church committees which may be engaged in addressing and implementing the identified initiatives/goals. Attached separately is a chart listing all Church Council Committees of the Church and their designation with each Area of Focus.

1. Music and Worship Ministries.

(Potential Committees Engaged: Worship Design Committee, Music Committee, Staff Parish Relations Committee, Children and Family Council, Youth Council, Welcoming and Engagement, Committee on Nominations and Leadership Development, UMW, LRPC, Marketing and Communications Advisory Team [MCAT], Community and World Outreach, ATRC.)

Recognizing the importance of the music and worship ministry components for all congregants, it is deemed especially important that the best possible use be made each Sunday of the time and our space facilities, seeking to meet the needs and interests of everyone, both young and old.

- A. Analyze, and recommend scheduling, and other changes that will reinvigorate all worship services and Sunday School classes for all congregants, thereby enhancing our church as a premier worship site.

In particular, modify our worship/Sunday School venues and schedules to meet the interests and time needs of a broader range of participants, especially younger families. Consider how small groups could be integrated into these.
- B. Maintain and improve the church's reputation as the premier venue for traditional sacred music in Northern Colorado. Always ensure there is professional leadership and funding to promote excellence. Pursue having a full-time Music Director, and expand the church's music programs to engage far more congregants across all age groups.
- C. Simultaneously, provide strong, talented leadership, space, and funding to the Crosswalk service, and to other non-traditional forms of worship and sacred music.

During the planning horizon, commit to seeking and providing interesting and exciting non-traditional, casual worship service(s) for the large segment of persons in the community who favor alternative style worship, as numerous studies have shown.

- D. Be open to offering worship services at places and times other than just at the Elizabeth and Stover Street facility, or the traditional Sunday morning times (e.g. Saturday evenings, or other times).

2. **Outreach and Service Ministries.**

(Potential Committees Engaged: Community and World Outreach Committee, Adult Faith Formation Committee, UMW, COSROW, Northern Colorado Faith Library, Welcoming and Engagement, MCAT, Youth Council, LRPC, CNLD, Church and Society Committee, Congregational Care Committee, Pre-School, Mothers Day Out.)

- A. Commit to make the “Outreach and Service Ministries” an institutional mission of high priority at FCFUMC.

Support this commitment with (1) staff and volunteer leadership, (2) volunteers, and (3) funding as needed. In particular, commit to define and adopt methodologies that provide more, rather than less, support to local, regional, and global ministries.

Organize the Church’s Volunteer program in a way that identifies the “Outreach and Service Ministry” interests and skills of each congregant. Encourage each one in the church to participate personally in at least one outreach activity each year.

Recognize and strengthen, as needed, the outreach and service ministries the church already conducts. Be open to initiating new outreach ministries, perhaps asking all age groups and organizations within the congregation to identify specific outreach or service activities which will assist in building a stronger community.

- B. Organize FCFUMC’s “Outreach and Service Ministries” into geographical groupings. Carefully analyze and reconsider annually each of the “Ministries” currently being conducted by FCFUMC members and determine for each ministry how to:
 - (1) Improve,
 - (2) Expand,
 - (3) Or, withdraw and reassign the assets to more productive ministries.

The following are the actively supported ministries of FCFUMC, as of 2017:

1. Local Ministries
 - Neighborhood Outreach
 - Pre-School
 - Mothers Day Out
 - Faith Family Hospitality
 - FCFUMC Mission Scholarship Fund
 - Putnam School
 - Crop Walk
 - Kids Closet
 - Bookmobile
 - Buckhorn Camp
 - Camp Hope
 - Youth Mission Trips
 - Support Groups (Grief Support, OK Chorale)
 - Worship CD's for Shut-Ins
 - Telecare
2. Regional Ministries
 - Pine Ridge Mission
3. Global Ministries
 - Guatemala
 - Kenya Water Project
 - Cambodia

C. Consider the following suggestions for expanding Local Ministries.

1. Undertake a new initiative: Stover/Elizabeth Neighborhood Outreach
 - Concentrate efforts on contacting all households within a two-mile radius FCFUMC on a consistent and regular basis, utilizing a well-defined and continuing Program for attracting these local residents to FCFUMC.
 - Invite them regularly to participate and worship with our church. (Ensure FCFUMC has programs that are interesting and attractive when they arrive).
2. Expand our support for needy and at-risk children at the Putnam School by committing to undertake:

- Tutoring - (Could both women's and men's groups in the church organize to do this?)
 - Mentoring - (Could both women's and men's groups, adopt this as a responsibility?)
 - Financial support for physical needs:
 - (1) Clothing - (a winter coat for each needy child each year?).
 - (2) Personal hygiene items
 - (3) Musical instruments
 - (4) Technology needs
 - (5) Sports equipment for the school
 - (6) Books
 - Other needs defined by school administrators.
3. Be an on-going leader in Fort Collins in building Habitat for Humanity homes. Commit, with other local churches, to be a leader in Stone Soup Builds.
4. Reconciling Ministries

Since FCFUMC is a member of the Reconciling Ministries Network, the Church Council and the Church and Society Committee should develop and initiate an activities program which provides for full inclusion of Fort Collins LGBTQ community members who desire to participate in the life of FCFUMC.

5. As time and resources permit, consider new initiatives of Outreach and Service:
- Evaluate the needs of the Hispanic community which FCFUMC could support. If feasible, define and initiate a suitable program as soon as practical.
 - Explore new opportunities for the church to provide support to the homeless and other impoverished or needy members of the Fort Collins community.
 - Initiate discussion with area church leaders (such as the Interfaith Council) and governmental agencies to define needs, processes, and methodologies that new Outreach and Service initiatives could support.

3. Nurturing and Education Ministries.

(Potential Committees Engaged: Adult Faith Formation Committee, Northern Colorado Faith Library Board, Senior Council, Children and Family Council, COSROW, Staff Parish Relations Committee, MCAT, Congregational Care Committee, Youth Council, United Methodist Women; CNLD, LRPC, Columbarium Committee, Church and Society)

A. Nurturing.

1. Recognizing the varied and intense needs for comfort which all persons experience, our church is committed to provide needed nurturing support systems to our congregants. We envision systems which provide support for numerous common life events that encompass both the joys and trials of life, and especially the transitioning events that visit each of us. Sympathetic listening, caring support, individual counsel and advice, when sought, are key elements in those systems. In addition, we will commit to:
 - a. Continue to operate, fund, and expand, as appropriate, our existing internal nurturing programs, such as:
 - Grief Books Ministry
 - Love in Action
 - Flowers Delivery Ministry
 - Prayer Chain Ministry
 - Prayer Shawl Ministry
 - Congregational Care Visitation Team
 - Card Ministry
 - OK Chorale
 - Worship services transportation for seniors
 - b. Recognize: (1) The unique needs of Seniors and (2) that there are always varying ranges of interests and physical capabilities within the group. Commit to develop and provide broad, strategic visions as well as specific ideas for FCFUMC programs that can nurture the “Senior” population of our church and community. For example:
 - Classes on aging gracefully, staying physically fit (a church facility with a walking track?), encouraging the passing of wisdom to younger generations, etc.

- Define for FCFUMC Seniors specific programs and initiatives that are service-based and which contribute to the success of the church and the community in general.
 - Explore how to make available the services of a social worker and a parish nurse to our congregation.
- c. Determine/define types of educational/nurturing needs in the community, the feasibility of FCFUMC undertaking programs to meet those needs, potential methodologies for delivery, and prioritization of nurturing and educational services for persons in the Fort Collins community. Possible categories of persons who might need help could include:
- Military: supportive services
 - The jobless: job hunting techniques, providing a social network, counseling, etc.
 - Immigrants: Those who have economic needs for housing, health care, food, work permits, etc.

B. Education.

1. Continue to maintain and expand a strong adult education program that fulfills the church's educational Mission:

“Support the spiritual growth of our members and of the community-at-large by providing education, resources, and community programs that empower us to grow in faith, deepen in theological reflection, and become agents of transformation in our world.”

- a. Work closely with the clergy staff to ensure their strong advocacy for and support of adult education. Simultaneously, foster communication between the adult education team and the adult Sunday School classes.
- b. Utilize technology to expand the reach of our programs, e.g.
 - (1) Experiment with web-based learning opportunities to reach individuals who are unable to attend face-to-face classes and programs.
 - (2) Explore the feasibility of interactive video sessions featuring well-known speakers.
 - (3) Expand and enhance our e-mail newsletter.

- c. Continue and enhance our commitment to raise endowment funds enabling FCFUMC to support annually a series of public events which address issues that are of major interest in our community and American society. Such events could include well-known special speakers, as well as themes that are related to science, art, drama, or the humanities. The goal of such endowments is to create the financial capacity to sponsor multiple events each year which serve our community and draw its residents to our church and the Gospel.
 - d. Pursue new and enhance existing education-based working relationships with internal and external entities, such as:
 - Local Faith communities including: Interfaith Council, Congregation Har Shalom, Plymouth Congregational Church, Islamic Center of Fort Collins, the Theologian-in-Residence program, etc.
 - FCFUMC groups to include the Northern Colorado Faith Library Board, the FUMC Foundation, UMW and COSROW as partners in fostering an internal learning environment.
2. Emphasize and enhance our educational ministries for: (1) Children, (2) Youth, (3) College Age Adults, and (4) All other adults. Ensure:
 - a. There are well-qualified staff and volunteers leading and providing needed support for each of these separate groups.
 - b. Our educational programs stay dynamic, fresh, and meaningful for the participants.
 - c. The church's Community Service Programs, such as Pre-School and Mothers' Day Out, continue to be of excellence.
 3. Recognizing the unique quality and characteristics of the Northern Colorado Faith Library and its Board, and valuing its contribution to the life of our church itself, and to the entire Faith community of Northern Colorado, commit to maintain and build on its capabilities to enhance learning by ensuring a suitable level of funding and staffing which will provide such value.
 4. Develop and expand cradle-to-grave faith formation, utilizing "A Time For Children."

4. Growth and Retention.

(Potential Committees Engaged: MCAT, CNLD, Worship Resources Committee, LRPC, Senior Council, Youth Council, Wesley Foundation, Children and Family Council, Community and World Outreach Committee, Staff Parish Relations Committee, UMW, Welcoming and Engagement, Northern Colorado Faith Library)

- A. As a precursor to achieving our long term visions for the Outreach and Service Ministries and the Nurturing and Education ministries, organize, develop, and staff (paid or volunteer) specific programs that:
- Will attract and coordinate the activities of more of our members to offer their time and services to the numerous initiatives the church has underway.
 - Will include specific mechanisms that recognize the services and contributions of time by our volunteer staff members.
- B. Systematically market our church, our product, and our image to the Fort Collins community. Apply proven business and societal marketing techniques, processes, and procedures to create a unified and coordinated church-wide approach to how we tell our story.
- C. Commit to establish a strong, small group ministry, which emphasizes the use of small groups to create connections among people.
- Recognize that paid staffing may be essential to facilitate the formation and ongoing activities of the groups along with the provision of convenient and inviting places to meet.
- In particular, evaluate the interests of people in the 30 – 55 age range who have frequently expressed a need for more and better social groupings.
- D. Develop a “New Member” integration program in which everyone joining the church is mentored for some time until they are effectively involved in activities that are more than just church attendance. For example, strive to help each person find and become involved in one or more of the “small group ministries” in the church. Develop and enhance “A Ticket for Time” type concept to meet this goal.
- E. Be open to leading the establishment of one or more new local worship/Christian activity centers during the next ten years. Consider use of the “Multi-Site” church concept, which provides for establishing additional church venues, or campuses, that serve specific needs or geographic needs elsewhere in the Fort Collins area.

F. Increase our commitment to a ministry of outreach to college-age adults in Fort Collins. There are three well-identified segments to this demographic:

- Students at CSU
- Students at Front Range Community College, or other local colleges
- College-age adults not enrolled in college.

Because of significant work-related and residential differences, each of these segments will require different services and types of support to attract and serve its interests and needs.

1. In the near term, continue to foster growth of the FCFUMC presence on the CSU campus by:
 - a. Delivering a well-funded, Wesley Foundation primary ministry at FCFUMC, which offers all college students an opportunity for Christian life involvement in the Methodist tradition, and with the possibility, in time, of establishing an on-campus location.
 - b. Determining how to formalize a FCFUMC internship program for college students participating in: Music, Christian Education, Social Work, Marketing, Technology, Accounting etc.
2. Longer term, commit to defining and developing appropriate and effective outreach programs for:
 - a. Community college and other non-CSU college students,
 - b. College-age adults not in college.

Goals for these programs are similar to the program for CSU students, i.e. offer college age adults an opportunity for Christian life involvement in the Methodist tradition in a church home where they can worship and find spiritual sustenance and interaction with peers having similar interests and needs.

G. Consider organizing neighborhood groups in areas where FCFUMC has a concentration of members. The purpose is to provide help and assistance to fellow members when needed, strengthen one another with social interactions, and represent our church and Christianity in the community.

5. Leadership, Facilities, and Financial.

(Potential Committees engaged: Board of Trustees, Staff Parish Relations Committee, Administrative and Technology Resources Committee, Committee on Finance, Stewardship and Generosity Committee, FCFUMC Foundation, LRPC, CNLD, UMW, Memorials, MCAT.)

A. Leadership/Organization.

Implementing the new initiatives described in Outreach and Service, and Education and Nurturing will require a well-trained, task-focused, and strongly motivated staff, both those who are paid and those who volunteer their services to the church. New ways will be needed to attract, organize, train, motivate, and retain good persons in the many ministries of the church. Researching and developing better ways to achieve this seems to fit well under the leadership of the Nominations and Leadership Development Committee and the leadership of the Church Council.

Following are several recommended initiatives:

1. Over time, evaluate and modify, as needed, the church's organizational structure to improve the supervision and coordination of both volunteer and staff personnel in all elements of the church's work.

A long-term goal is for all staff positions to be full-time, paid at market rates and with benefits, except when the duties of the position are most effectively met by skill sets which are most logically available with part-time effort.

Change the church's volunteer organization in ways which will provide better coordination of committee activities, reduce overlapping functions, and form new committees to undertake new initiatives adopted by the church.

2. Develop processes/methodologies which:

- a. Enhance FCFUMC's ability to attract and train persons for effective leadership positions in the church.
- b. Strengthen and improve the Human Resources management function.
- c. Improve committee leadership transitions with desired outcomes to include:
 - (1) Consistency in performance of committee functions
 - (2) No loss of knowledge about the committee's work.

- (3) No reduction in committee momentum.
 - d. Reacting to congregational input, commit to enhancing all communications tools and their use for dissemination of information to all church congregants. Plan to develop a reputation as a church that is effective in keeping everyone informed about its activities, opportunities, and works.
 - e. Creating and keeping updated effective media/marketing capabilities to communicate more effectively with our community, as well as our membership.
 - f. Giving special attention and support to changes that promote:
 - (1) Small group formation.
 - (2) New member integration into the congregation.
3. Under the leadership of Rocky Mountain Conference-assigned clergy, become a highly committed congregation with laity who are deployed in ministry, with the expectation for each each individual to be collegial and accountable. In that context:
- a. “Collegiality” is the expectation for laity to work in unity and for the common good, with willingness to set aside personal enterprises and biases.
 - b. “Laity” are called to discern God's leadership for today and for the future.
 - c. “Accountability” is the expectation to be faithful to the fundamental vows of the United Methodist Church.
 - d. Lay members and, in particular, lay leadership shall be extremely motivated to live as disciples of Jesus Christ by:
 - (1) Growing spiritually through prayer and Scripture study, individually, and in small groups.
 - (2) Committing to be present in worship and in fellowship with a goal to have perfect attendance, excepting illness and travel.
 - (3) Dedicating financial resources to increase giving incrementally and setting a goal of offering a minimum 10% of one's income to the General Fund of FCFUMC, or the United Methodist Church through its Rocky Mountain

Conference and other ministries.

(4) Serving in the mission of FCFUMC with one's best skills, talents, and abilities.

(5) Actively inviting others into the church and into a living faith, plus being welcoming to all who enter the doors of FCFUMC.

B. Facilities.

1. The Site Facilities Master Plan (SFMP) was adopted by the Church Council on November 11, 2014. (See Appendix A). Any proposals or actions taken to use, alter, or build on church facilities and grounds should be made in conformance with the SFMP, or in such a way as not to interfere with its future implementation.

2. Role of the Board of Trustees (SFMP)

The Board of Trustees is asked not only to maintain and improve the existing facilities, but to work with the LRPC to maintain future-oriented facilities plans which ensure the church will have physical facilities that are adequate to support the church's ministries and meet its diverse functional space needs over time.

Professional standards and strategic thinking should be utilized by those charged with addressing land use, facilities planning, and maintenance to accomplish the following tasks:

a. Maintain a formal site plan for the entire property that encompasses the Long Range Plan's ten-year planning horizon.

b. Maintain records of property boundaries, easements, and other property attributes in a manner which provides continuity for future land use planning.

c. Maintain as a permanent record, all "As-built" plans.

3. Role of the Long Range Planning Committee (SFMP).

a. The Long Range Planning Committee was delegated oversight for the implementation of the SFMP (See Appendix A for the text of the Church Council-approved motion on November 11, 2014). To develop needed information that will permit the Church Council to make informed decisions about the implementation of the SFMP, additional work must be completed to define the processes, alternatives, timetables, and specific courses of action

required to achieve funding and the execution of the SFMP, whether in part or as a whole.

- b. The work of the LRPC shall include:
 - (1) Integrating the SFMP into its operations.
 - (2) Continuing development of the SFMP, with regular reporting to the Church Council about progress made.
 - (3) Developing and recommending to the Church Council a SFMP Implementation Work Plan, in stages, if necessary.
- c. The LRPC has developed policies and procedures to carry out its responsibilities for the SFMP, which are described in Appendix B. It shall follow these in forming and directing special study or work groups and ensuring that there has been effective involvement and interaction of all affected Church groups and entities.

C. Technical.

Integrate and implement the Church Technology Plan, developed by the Administrative and Technology Resource Committee.

Commit to fund, install, and maintain the full range of technical infrastructure, equipment, and software capabilities that are so essential to supporting and delivering the range of ministries and activities envisioned in this Long Range Plan.

Included should be installing or maintaining:

1. A superior church web site.
2. Effective installations of current, up-to-date audio/visual equipment throughout all church facilities.
3. An all-church electronic records retention and retrieval system, permitting both staff and church committees to access needed information promptly, while maintaining needed confidentiality and ensuring continuity of information over time.
4. Support of effective communication capabilities, in all appropriate forms, for congregants, staff, and the public, such as:
 - Networking capability
 - Streaming video, and Wi-Fi connectivity
 - Social media in common usage or evolving, such as Facebook, Twitter, etc.
 - Telephony (Utilize VOIP technology)

5. Availability of current hardware and software for all elements of the staff and church volunteers at all times.
6. Effective data storage and access, utilizing technology of “the cloud.”

D. Financial.

1. Financial Management

Strengthen the capability of the church to manage and coordinate its financial policies and functions in a more effective way.

Consider the formation of a financial planning and coordination type group. It could engage the Chairs of key finance-related committees in a forum designed to coordinate and jointly plan for activities that enhance the current and long term financial policies and well-being of the church.

Recognize and build on the concept that financial management for the church includes, first, enhancing the church’s revenue streams followed by accurate

a. Accounting, b. Financial Controls, and c. Effective, Transparent Reporting to the congregation.

2. Revenue Generation

A key, on-going function for the Finance and Stewardship Committees and the Church Council is to ensure the church can finance the positive but ambitious initiatives defined in the Long Range Plan.

LRP 2016 contained the following: “ New ideas and different approaches may be required to produce the required revenue streams. Perhaps these will be in addition to, as well as different and 'outside the box' from, the traditional annual pledge drive, annual Operating Budget, and traditional Capital Fund campaigns.”

In response to that LRP 2016 recommendation, the Stewardship Committee has reorganized itself, modified its name to “Stewardship and Generosity Committee, and has begun consideration of new and different techniques for generating revenues.

It has defined and begun to promote its primary committee objective: “Comprehensive Stewardship and Generosity within the church congregation.”

a. To achieve that objective, additional education and emphasis will be placed on inviting and encouraging church members to support the church with their prayers, presence, gifts, service, and witness.

b. In rethinking and promoting the “Giving Culture” of our church, the Stewardship and Generosity Committee will use the concept of:

“Three Pockets of Giving.”

- (1) Support of the Annual Budget and the church's operating expenses.
- (2) Continued fund raising for future church capital needs.
- (3) Estate gifts, and planned gifts (naming the church as beneficiary in wills).

c. More specifically, the Committee has five areas of work for promotion and education within the church.

- (1) Promote small group involvement by members.
- (2) Develop and fully use a Missional Budget, which demonstrates how money given to the church results in changing lives. (This is in addition to the Annual Operating Budget, which will continue to be used for accounting purposes).
- (3) Develop and utilize a marketing plan that seeks monetary support from key donors, members of administrative committees, lay leaders, and the general congregation.
- (4) After engaging Horizons Stewardship Company in mid-2016, a financial analysis, known as Stewardship Discovery, was completed. Based on recommendations in the Stewardship Discovery Report concerning the church and its stewardship and giving programs, Horizons was engaged to conduct a two-year program, which is designed to lead FCFUMC into improved financial giving patterns.

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FCFUMC will work closely with our Consulting Pastor, Franklin ‘Zip’ Long of Horizons Stewardship Company, to implement the *Into a New Era* two- year ministry plan for our church. It will be implemented from October 2016 through December 2016 by the leadership teams and includes three phases:

- a. Training and preparation
- b. Promotion and communication
- c. Response and commitment

With the guidance and support of the Pastor Consultant, the next two years, 2017 and 2018, will be a time of continuing work to implement the initial three phases of the program, as described above. Progress will be measured at six-month intervals, based on several benchmark goals that will be established, and the implementation of the

fifteen recommendations contained in the Stewardship Discovery Report.

- (5) Work with the Worship Design Team to integrate into all four worship services a sense of enthusiasm and excitement for stewardship and its role in our Christian lives. This will be accomplished by the showing of one minute pre-recorded testimonials by church members during the Sunday morning worship services, based on the themes of prayers, presence, gifts, service, and witness.

APPENDIX A

The Facilities Planning Task Force completed its two-year planning effort in November 2014 and presented its completed work, the Site Facilities Master Plan (SFMP), to the Church Council. Upon consideration, the Church Council approved the SFMP and delegated oversight for its implementation to the Long Range Planning Committee, as defined in the following motion:

**Fort Collins
FIRST UNITED METHODIST CHURCH
1005 Stover Street
Fort Collins, CO 80524**

**November 11, 2014
Church Council Meeting**

Site Facility Master Plan Motion for Continuing Work

In accepting the Site Facility Master Plan (SFMP) from the Facilities Planning Task Force, the FCFUMC Church Council recognizes both the practicality and attractiveness of the Plan, but also perceives that the Church Council has the responsibility and the sole authority to approve and supervise any efforts undertaken to execute the Site Facility Master Plan which has been presented.

To obtain the necessary information which will permit the Council to make informed decisions about implementation of the SFMP, additional work must be undertaken to define the processes, alternatives, timetables, and specific courses of action required to achieve funding and execution of the SFMP, whether in partiality or in completeness. To complete the needed analyses and develop specific SFMP recommendations, this Council hereby delegates to the Long Range Planning Committee (LRPC) responsibility to coordinate and oversee related efforts for the continuing development of the SFMP.

The authorized work of the LRPC shall include but not be limited to:

- (1) Developing and recommending to the Church Council a SFMP Implementation Work Plan.
- (2) In developing the Implementation Work Plan, the LRPC will:
 - (a) Form and direct the work of any needed special study or workgroups.
 - (b) Prepare and submit recommendations to the Church Council concerning the execution of any segments of the Implementation Work Plan.

- (c) Insure there has been effective involvement and interaction of all affected Church groups and entities.
- (3) Making timely recommendations to the Church Council to:
- (a) Obtain approval of the Rocky Mountain Conference for execution of the Implementation Work Plan, if needed.
 - (b) Form a Building Committee, and /or a Capital Fund Raising Committee, if needed.
- (4) Reporting regularly and fully to the Church Council about its progress, and any defined issues that may arise as it undertakes its duties for the oversight and continuing development of the SFMP.

APPENDIX B

Formation and Functioning of the Site Facilities Master Plan (SFMP) Study Group

The LRPC will establish, as a permanent sub-committee, the SFMP Study Group, whose long-term function and responsibility is to develop an Implementation Work Plan(s), hereafter defined as “Work Plan Project”. (See *Note A* below). It will perform needed analysis, make recommendations, and provide oversight for the church in implementing the SFMP. It shall meet at least annually, and more often if warranted, to consider and develop appropriate plans and recommendations for an orderly implementation of the SFMP.

Note A: “Implementation Work Plan,” as used herein, was the original terminology used in the Church Council Motion of November 11, 2014. The term “Work Plan Project” shall be used to describe that same topic hereafter in this document.

a. Definitions

1. A *Work Plan Project* shall be a specifically documented work product, resulting from the functional work of the SFMP Study Group, which has been furnished to the LRPC for consideration and possible recommendation to the Church Council for action, as defined elsewhere in this section.

2. *The SFMP Study Group* shall consist of members of the LRPC and shall include a representative of the Board of Trustees, the Finance Committee, the clergy, two At-Large members of the LRPC, one of whom shall function as Chair of the SFMP Study Group, and one who shall be asked to place emphasis on the interests of the Church's Program Ministry committees.

b. Prior to developing any Work Plan Project Recommendation, the SFMP Study Group will evaluate the interest and conditions within the church for implementing the SFMP in individual segments, or in its entirety.

Such evaluation is intended to preclude developing and making Recommendations when it is obvious the church and the Church Council would negatively view undertaking such work on church facilities. In no way is such evaluation intended to replace the careful study and consideration by the Church Council concerning the church's interest and capabilities to undertake a major building project, assume debt, or have a capital fund drive.

However, when the SFMP Study Group believes it is timely to consider developing a Work Plan Project Recommendation, it shall consider the financial status of the church,

membership and attendance trends, new ministry initiatives, critical facilities needs, the availability of funds from special donations or bequests, the potential willingness of the church to undertake debt or conduct a capital funds drive, and other related factors in determining whether or not to develop recommendations for implementing specific elements of the SFMP.

In its analysis and deliberations, the SFMP Study Group will involve other church groups which can provide relevant input about the element(s) of the SFMP under consideration, or which would potentially be affected by the implementation of the element(s) of the SFMP under consideration, such as the Program Ministry Committees or the Board of Trustees.

- c. If a simple majority of the SFMP Study Group agrees on a course of action for SFMP implementation, a Work Plan Project Recommendation for such action shall be presented to the Long Range Planning Committee for its consideration, and acceptance or rejection. A Work Plan Project Recommendation(s) accepted by the LRPC, shall be presented to the Church Council for its consideration and possible action.

Should the Church Council elect to proceed with a defined Work Plan Project Recommendation, it shall establish a Building Committee and oversee its actions to implement the recommendation(s) made by the LRPC. At that time, the LRPC shall relinquish any further responsibility for implementation of the defined Work Plan Project Recommendation.

- d. Whenever the Church Council elects to proceed with implementation (construction) of a Work Plan Project Recommendation, additional project architectural design and engineering work will be required to establish the project scope and its development aspects. This work shall be performed under the direction of the Church Council-appointed Building Committee and accomplished by a registered and certified design and engineering architectural firm. That firm's work will define and fully develop construction plans, as well as make cost estimates based on then-current data, not the 2014 estimates of the SFMP.

While the design and engineering could be performed prior to the establishment of a Building Committee, charging the Building Committee with the architectural and engineering work has the advantage of providing continuity and insuring the integrity of various follow-up activities, such as Rocky Mountain Conference communications, demolition, site preparation, contractor(s) selection, and construction.

APPENDIX C

COMPLETED LRP-DEFINED INITIATIVES

(As of 6-30-2015)

- I. Implement the Vital Congregations plans, sponsored by the United Methodist Church and the Rocky Mountain Conference, to enhance the church's rate of growth. Encourage and support multiple activities of the key committees charged with implementing those plans. *Recommended in LRP 2012-13.*
- II. Complete a plan to establish a Wesley Center within present FCFUMC facilities, which may provide additional worship, social, and study opportunities for college age adults. *Recommended in LRP 2012-13.*
- III. The Facilities Planning Task Force has spent almost two years in developing a plan for engaging an architectural firm to address numerous site-related questions and produce recommendations that can serve as a base in the future for undertaking facilities renovations, expansions, or upgrades. *Recommended in LRP 2013-14.*
- IV. The Church Council adopted the recommendations of the Facilities Planning Task Force in November 2014 and tasked the Long Range Planning Committee with the oversight of how the Site Facilities Master Plan will be implemented in future years. *Recommended in LRP 2013-14.*
- V. The Nominations and Leadership Development Committee has developed a Church Council and Staff organization chart which defines the various entities of the entire church and how they relate to one another as of June 2014. *Recommended in LRP 2013-14.*
- VI. The Administrative and Technical Resources Committee in 2015 completed the following elements proposed in the LRP's for 2014-16:
 - (1) The replacement of the church old copper-wired telephone system with a digital VOIP system that has greater capacity and flexibilities than the earlier system.
 - (2) Replacement of the church's primary server.
 - (3) Defined and helped install a hallway digital signage system.
 - (4) Numerous audio-visual (AV) system and equipment upgrades, including a new digital audio mixer for the sanctuary.

(5) Installation of (2) HD, robotic pan-tilt zoom video cameras in sanctuary.

(6) Consultation on church web-site upgrade and redesign in 2016.

(7) Numerous upgrades in church's wireless infrastructure, including allowing committees to store, maintain, and share committee files.

VII. The Stewardship Committee reorganized and renamed itself: Stewardship and Generosity Committee. It also defined a new approach to stewardship, Three Pockets. Further, it created strategies which are oriented toward an improved Giving Culture in FCFUMC, including hiring an outside consultant to analyze the church's revenue generation and provide advice for improvement.

VIII. In response to Area of Focus, Recommendation 1.A, in LRP 2016, the Church Council created the 21st Century Worship Task Force in the Spring of 2016 to analyze and consider how to conduct more effective worship services, whether on Sunday mornings or otherwise.

APPENDIX D

SUMMARY OF INTERACTION OF CHURCH COMMITTEES WITH LRP AREAS OF FOCUS

November, 2016

Committees	AREAS OF FOCUS					Number of AOF's
	Growth & Retention	Leadership, Financial and Facilities	Music and Worship Ministries	Nurturing and Education Ministries	Outreach and Service Ministries	
Adult Faith Formation				X	X	2
Administrative and Technology Resources (ATRC)	X	X	X	X	X	5
Children and Family Council	X		X	X	X	4
Church and Society				X	X	2
Columbarium				X		1
Committee on Finance		X				1
Committee on Nominations & Leadership Development (CNLD)	X	X	X	X	X	5
Community and World Outreach	X			X	X	3
Congregational Care				X		1
COSROW				X	X	2
Emergency Assistance Fund				X	X	2
Event Planning and Staging Committee	X	X	X	X	X	5
FUMC Foundation		X				1
History	X	X	X	X	X	5
Long Range Planning (LRPC)	X	X	X	X	X	5
Marketing & Communications Advisory Team (MCAT)	X	X	X	X	X	5
Mothers Day Out				X		
Music			X			1
Memorials		X				1
Northern CO Faith Library	X			X	X	3
Pre-School				X		1
Senior Council	X			X		2

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