



July 7, 2014

Dear friends,

Calvary has celebrated its 160<sup>th</sup> anniversary as a congregation. Its founding was based on a desire to make disciples in this area of Augusta County and was a direct result of spiritual revival spreading up and down the Shenandoah Valley. It has a strong and storied history.

Yet, what is most evident in that story is that Calvary was never content to rest on its laurels, to look to its past and to reward itself with a “well-done, good and faithful servant,” which is actually God’s prerogative. Instead, Calvary has looked forward, looked for new opportunities for service, and sought to be as faithful to God’s call as it possibly could be. Looking forward is simply part of Calvary’s DNA, our lifeblood.

In the past three years, through Listening Posts, the establishment of a Worship Dream Team and then a Steering Committee for our Strategic Planning Task Force, we began to think and dream and pray about Calvary’s future. Our work spread to the whole congregation with an All-Church Study of Ken Callahan’s *Twelve Keys to an Effective Church*, during the Sunday School hour through the month of September 2013. With an average of 50 to 60 persons per week, approximately 100 persons participated in some of this study, which included an opportunity for feedback and a subjective rating of where we are now as a congregation. All told, well over 100 persons and perhaps 200 have been involved in some way or another in this process.

And now, this report is the summation of all of that feedback, along with the 25 persons who served on the Strategic Planning Task Force. The energy and the power of God’s Spirit was evident in lively discussions, which at times were quite tense, but always productive. I am truly grateful for the deep spiritual commitment of those involved in this process.

We commend this report, not as a future historical artifact, but as a guide to life at Calvary for the foreseeable future. Some of the new directions that may result from this process will impact the life of Calvary for decades to come, whether it has to do with vision statements, staffing, facilities or ways of operating together. Copies of the fuller report will be available in the Church Office, as well as electronically and on the web-site.

You will notice that a number of Action Plans have already been put in place. God is up to something mighty through the people who make Calvary UMC their faith home! Our prayer today, as it should be every day, is that God may use us as God may see fit.

Peace,  
*Doug*

Doug Paysour, Lead Pastor

**This report is intended to be a guideline in our future strategic planning and visioning work. Thus, as we discern our way forward, we may be led by God’s Spirit in fresh directions that are a result of this work, but are not listed as part of this initial report. In a sense, this report is the seedling of the mighty tree that is yet to come. Though our Strategic Planning Leadership Team will establish firmer timelines, the first four Action Plans are listed in a rough chronological order.**

**Action Plans:**

**I. ACTION PLAN: Get Ready for Company (completed)**

As we prepare for company for our 160th Anniversary Celebration, a number of things already have happened to be prepared:

- Painting of the Social Hall and upstairs hallways and stairwells
- Signage that will help those who are our guests to find their way around our facilities better
- Power-washing of the outside of the building
- Landscaping refreshment (still continuing)

**II. ACTION PLAN: Develop Key Task Forces (in process) to ensure that this our work will move forward and not cease at the point of reporting to the congregation:**

- Within this month, our pastors will develop a Strategic Planning Leadership Team, which will include some persons who have served on the SP Task Force and some others who did not. This group will include 8-10 persons and will report to the Church Council.
- In order to make use of Pastor Sarah’s understanding of issues related to the Food Pantry, the pastors will develop a Food Pantry Task Force by mid-June, whose work will need to deal with critical issues, such as staffing, prior to the October budgeting cycle. This task force will also utilize members of the Strategic Planning Task Force, as well as persons beyond that team. Details of that task force’s work are found in the Section IV.

**III. ACTION PLAN: Vision Statement Event (completed)**

**“Praising, Preparing, Providing”**

**Develop and present a one-time Vision Statement Event in which the entire congregation is invited to participate.**

This event was held on Wednesday, June 18 and in the context of worship and prayer, we discerned together that our guiding vision for Calvary is “Praising, Preparing, Providing.”

**IV. ACTION PLAN: The Food Pantry Task Force (Providing)**

The SPTF recommends establishing a Food Pantry Task Force of 6 to 9 people charged with reviewing the present operation of the Food Pantry with the intention of developing a future plan of action that will strengthen the Food Pantry and ensure its success. Items to be considered should include establishing a Board of Directors, developing Bylaws, determining Board member make-up and scope of influence. The Food Pantry Task Force would deliver a report of recommendation to the Calvary Church Council by October 2014.

Some areas of development that such a Board of Directors might consider include:

an alternate location for the Food Pantry based on the needs of the growing ministry. Such a location as a store front or additional or revitalized current facilities may make it easier to receive food goods and easier to distribute them to those in need.

formalizing the community support for the ministry.

alternate models of distribution; converting to a “client choice” model instead of the “pantry” box packing model.

developing a volunteer recruiter.

the need and value of a paid staff Director of Food Pantry Services.

**V. ACTION PLAN: Calvary Design and Facilities Task Force**

A number of facilities and design issues have come under review. We will create the Calvary Design and Facilities Task Force, which will work with an architect to examine possibilities for improving accessibility, flow and design. Some of the items to be examined include:

**1.) Church-Wide Purpose Study & Beautification Refresh**

Among the key possibilities to consider:

- Chapel re-design and refresh
- ADA accessibility
- a welcome/narthex area
- a large fellowship area
- an up-to-date kitchen
- improved intuitive traffic pathways between areas of the church
- an area for other styles of worship

- taking care of deferred maintenance
- improved green lighting and fixtures (electronic ballasts, LED, etc.)
- up to date furniture and fixtures for ministry use

*The Trustees recommend the use of \$50,000 of our invested funds (beyond budgeted funds) from recent bequests for the purpose of short-term refreshing and design issues (over the next three years).*

#### VI. ACTION PLAN: Signage

Recent signage improvements have been a first step in a process that will make Calvary's facilities more user-friendly

- Create a team to inventory existing signage. Include on that team the newest members of Calvary. Use those members to walk the church and determine where signage is needed for access and finding one's way.
- Create a branded signage style, procure the appropriate signage and install.
- Using the church's floor plan drawings and room numbering plan install room numbers on every room in the building.

#### VII. ACTION PLAN: IT update

- Complete the engineering needed to design a structured cable plant and data network. Determine appropriate network servers and services.
- Contract for the installation of wiring, equipment, and configuration.
- Determine a support partner for ongoing network and PC support.

*The SPTF recommends that invested bequest funds be used for this project.*

#### VIII. ACTION PLAN: Worship enhancements (Praising)

- Implement worship service options, by completing the work of the Worship Dream Team. The primary possibility under consideration includes a service which reaches out to our neighbors in need. The needs of this action plan need to be considered by the architect in Action Plan V.
- Bring Mission & Ministry Success to the Altar- Intentionally

weave our ministry actions into messages and worship components.

- Focus all our work on our understanding of our Mission Statement for the UMC and the Vision Statement for Calvary UMC.
- Explore art and graphic design for use in worship  
Be sure that Worship planning includes all aspects of art and graphics intentionally.
- Select a lead servant whose responsibility is to manage the schedule of design art changes, and manage a team of artists.
- Develop a servant based team of designers and tech. Be sure that all servants are fully trained. (Bad tech is worse than no tech.)

#### IX. ACTION PLAN: Leadership (Preparing)

- Improve the process of routine program evaluation
- Help people find the roles to which they are called, using a Spiritual Gifts Inventory, encouraging all active persons of Calvary to participate in that process. Link this process more strongly to the Call & Response Sheets.
- Improve Leadership Transitions
- Acknowledge Leadership Routinely & Intentionally



*Over the course of the next 3-5 years, these Action Plans will be phased into the mission and ministry of Calvary, directed by the Strategic Planning Leadership Team. The Leadership Team will orchestrate this process, using task forces and existing administrative and ministry committees. The exact timeline will be discerned through the work of the Leadership Team.*

*The full report will be made available on-line, by e-mail, and by print.*



# 2013-2014 STRATEGIC PLANNING PROCESS REPORT

Submitted to Church Council & Approved

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