



**Millian Memorial United Methodist Church
Strategic Plan for 2017
March 10, 2017**

EXECUTIVE SUMMARY

Introduction

Plan Purpose & Development Process:

Purpose: This Millian Strategic Plan for 2017, approved by the full Advisory Committee on February 12, 2017, seeks to improve our disciple-making culture by clarifying communication and decision-making structures and developing and prioritizing strategic actions that build upon the good ideas brought forth during the June 11, 2016 congregational training and planning session. This plan will also provide the foundation for strategies and actions for Millian in future years.

Development Process: Using data provided by the congregant responses to the Readiness 360 survey administered in May 2016, an Advisory Committee* was formed to:

- analyze the written survey data;
- review the congregational input from the June 11, 2016 congregational meeting/discussion related to the survey findings,
- integrate these findings into a 2017 Strategic Plan that focuses on recommendations/actions to be taken by the Pastor and Administrative Council to implement the plan , and;
- Formulate a strategy for communicating and implementing an actionable strategic plan for 2017 that addresses congregational concerns related to the current direction of our church.

* See Appendix for Advisory Committee Members

Plan Organization:

The crux of this plan is **Putting Mission into Practice**. That section is organized around the following five **Strategic Imperatives** that evolved from committee meetings, discussions, and several iterations of the draft Strategic Plan:

- Building Disciples
- Establishing Community Connections, the Multi-Ethnic & Multi-Cultural Church (Intentional Listening Externally)
- Building Ministries that Support Youth & Older Adults
- Communicating/Working Better Together
- Enhancing and Improving the Millian UMC Worship Experience

Putting Mission & Vision Into Practice

This 2017 Strategic Plan is organized around revised Mission & Vision statements that the advisory committee believe more accurately reflect the Millian congregation, our neighboring community and the world today:

Mission Statement:

Reaching and building up **ALL** people for Christ.

Vision Statement:

To be a Christ-centered church, positively impacting our neighborhood and world by helping our community replace intolerance with love and justice for all.

The plan includes goals, objectives, and specific actions for strategic imperatives deemed important by the working sub-committees. These imperatives are not organized by priority of implementation, but strategic actions will eventually be prioritized by the advisory committee and provided to the Pastor and Millian Administrative Council for final consideration and implementation. Implementing these strategic actions will enable the Millian congregation to better meet our church mission, while providing a vision of what Millian will accomplish not only in 2017, but also strategies and actions for Millian in future years. The following are the five (5) Strategic Imperatives that guided the Advisory Committee's work:

Strategic Imperative: Building Disciples

Authors: Pastor Miguel Balderas & Linda Stathoplos

Definition: Build relationships that grow disciples for Christ.

Goal: The goal of Building Disciples is to build up the body of Christ through the development of a formal Millian mentoring program. Like all human endeavors, Christian discipleship requires practice and growth in skill. Mentorship is one way to foster this growth and practice.

Strategic Imperative: Establishing Community Connections, the Multi-Ethnic & Multi-Cultural Church (Intentional Listening Externally)

Authors: Emelia Annum, Nancy Gray, Edith Williams and Roderick Williams

Definition: The focus of this area is to connect the congregation with each other and the multi-ethnic community. This Strategic Imperative Plan attempts to bring unity within the church and with the community by engaging each in ways that foster cultural understandings and friendships.

Goal: To enhance positive, loving relationships within the church and with the Aspen Hill community.

Strategic Imperative: Connecting Youth and Older Adults

Authors: John Kelley and Mary Kreinbihl

Definition -- Create a mutual trusting and respectful partnership with youth, adults and families of Millian United Methodist church.

Goals: The goal of building youth & adult ministries is to intentionally build better communication and mentoring relationships between Youth and Older Adults.

Strategic Imperative: Communicating and Working Better Together

Authors: Pastor Miguel Balderas & Chuck Thompson

Definition – Identifying methods to demonstrate positive communication techniques/processes that result in better group cohesion & higher levels of satisfaction from individual congregants that church groups are working better to meet our church vision and their individual needs.

Goal: The goals of this Strategic Imperative are to ensure the highest levels of satisfaction with Millian's overall communication strategies/mechanisms and cohesion & cooperation among the church groups (individual congregants, committees, church leadership teams, and the Pastor).

Strategic Imperative: Enhancing and Improving the Millian UMC Worship Experience

Authors: Carolyn Goldman & Barbara Smith

Goal: To offer a worship service that will meet the spiritual needs of the current congregants and also provide a relevant worship experience for those in the community who are seeking a church home.

Millian Memorial United Methodist Church Strategic Plan for 2017

Introduction

Plan Purpose & Development Process:

Purpose: This Millian Strategic Plan for 2017, approved by the full Advisory Committee on February 12, 2017, seeks to improve our disciple-making culture by clarifying communication and decision-making structures and developing and prioritizing strategic actions that build upon the good ideas brought forth during the June 11, 2016 congregational training and planning session. This plan will also provide the foundation for strategies and actions for Millian in future years.

Development Process: Using data provided by the congregant responses to the Readiness 360 survey administered in May 2016, an Advisory Committee* was formed to:

- analyze the written survey data;
- review the congregational input from the June 11, 2016 congregational meeting/discussion related to the survey findings,
- integrate these findings into a 2017 Strategic Plan that focuses on recommendations/actions to be taken by the Pastor and Administrative Council to implement the plan , and;
- formulate a strategy for communicating and implementing an actionable strategic plan for 2017 that addresses congregational concerns related to the current direction of our church.

* See Appendix A for List of Advisory Committee Leaders and Members

Plan Organization:

The crux of this plan is **Putting Mission into Practice**. That section is organized around the following five **Strategic Imperatives** that evolved from committee meetings, discussions, and several iterations of the draft Strategic Plan:

- Building Disciples
- Establishing Community Connections, the Multi-Ethnic & Multi-Cultural Church (Intentional Listening Externally)
- Building Ministries that Support Youth & Older Adults
- Communicating/Working Better Together
- Enhancing and Improving the Millian UMC Worship Experience

Within each Imperative, the plan includes:

- Area Authors
- Work Group Definition of Area
- Goals and Objectives for that Area
- Actions for Meeting the Goals and Objectives
- Evaluation Criteria

- Timelines

Putting Mission & Vision Into Practice

This 2017 Strategic Plan is organized around revised Mission & Vision statements that the advisory committee believe more accurately reflect the Millian congregation, our neighboring community and the world today:

Mission Statement:

"Reaching and building up **ALL** people for Christ."

Vision Statement:

To be a Christ-centered church, positively impacting our neighborhood and world by helping our community replace intolerance with love and justice for all.

The plan includes goals, objectives, and specific actions for strategic imperatives deemed important by the working sub-committees. These five imperatives are not organized by priority of implementation, but strategic actions will eventually be prioritized by the advisory committee and provided to the Pastor and Millian Administrative Council for final consideration and implementation. Implementing these strategic actions will enable the Millian congregation to better meet our church mission, while providing a vision of what Millian will accomplish not only in 2017, but also strategies and actions for Millian in future years. The following parts of the plan provide more detailed discussion of each Strategic Imperative:

Strategic Imperative: Building Disciples

Authors: Pastor Miguel Balderas & Linda Stathoplos

Definition: Build relationships that grow disciples for Christ.

Goal: The goal of Building Disciples is to build up the body of Christ through the development of a formal Millian mentoring program. When asked about the greatest commandment, "Jesus replied: 'You shall love the Lord your God with all your heart, and with all your soul, and with all your mind.' This is the first and greatest commandment. And the second is like it: 'Love your neighbor as yourself.'" (Matthew 22:37-39. See also Matthew 22:34-40; Mark 12:28-34; and Luke 10:25-28.) Like all human endeavors, Christian discipleship requires practice and growth in skill. Mentorship is one way to foster this growth and practice.

Objective: The objective is to build and strengthen Christian disciples. To do this we will:

- identify participants who wish to have the skill to be Christian mentors; train them;
- pair them in one-on-one mentoring relationships;
- support and monitor the relationships throughout the 6-month pairing; and,
- assess whether these relationships were successful at building stronger Christian disciples.

Actions to Achieve Objectives:

Action 1: Prepare Mentors & Mentees

- a) Pastor and discipleship team identify and recruit the mentors
- b) In partnership with the mentors, they choose the support materials, e.g.
<http://www.discipleshiptools.org/apps/articles/?articleid=42631&columnid=4216>
<http://www.umc.org/what-we-believe/becoming-disciples>
“Bible verses related to mentoring 2016” (assembled by Pastor Balderas)
A Disciple’s Path (James Harnish)
- c) Train the mentors
- d) Inform the congregation about the program through the newsletter, weekly announcements, and information slides shown prior to the service
- e) Work with the pastor to develop a list of “mentees”
- f) Ask the congregation for volunteer “mentees”
- g) Pastor approach each “mentee” candidate to assess their readiness to participate
- h) Match each trained mentor with a “mentee” to create mentor/mentee pairs that will work together for 6 months

Action 2: Implement Mentoring Pairs

Mentor/mentee pairs work together to write a one-page agreement identifying 3 goals for improving their Christian discipleship. Some examples might include an improved prayer life, visiting the sick, or Bible study. The plan will also detail how they plan to work together to achieve those goals (number, frequency, and type of interactions; written, online or other materials they will use, etc.). Both the mentor and the mentee will sign the agreement, then use the agreement to guide their interactions over the 6-month match period.

Action 3: Assess Effectiveness

At the end of the 6-month match period, pairs assess which of their 3 goals were met, and which were not, and why. The mentors meet with the Pastor to share what worked, and what needs adjustment in the matching approach. Pairs are presented to the Congregation for acknowledgement of their work growing as Christian disciples over the 6 month period. Successes and challenges can be shared with the congregation by the Pastor at this time.

Evaluation Factor: number of mentor pairs that self-report strengthened Christian Discipleship after their 6-month match.

Timeline for Implementation: The overall timeline is 1 year. The first 3-4 months are spent identifying mentors, providing them with materials and training, and identifying mentees. Once the pairs are matched, the mentor/mentee pairs interact regularly for 6 months, per their signed agreement. The Millian congregations are informed of the pairings, and requested to pray for them throughout their 6-month match. At 2 and 4 months, the pairs meet with the Pastor to share their successes and challenges. At 3 months, mentors share their mid-term successes with the congregation, either verbally or in writing. At the end of the 6 months, the assessment of effectiveness takes place over 2 months, to conclude the cycle. The 1-year timeline can then begin again.

Strategic Imperative: Establishing Community Connections, the Multi-Ethnic & Multi-Cultural Church (Intentional Listening Externally)

Authors: Emelia Annum, Nancy Gray, Edith Williams and Roderick Williams

Definition: The focus of this area is to connect the congregation with each other and the multi-ethnic community. The Readiness 360 Survey Summary revealed strong ratings related to church growth, openness to the community and a positive attitude for diversity. This part of 2017 Strategic Plan attempts to bring unity within the church and with the community by engaging each in ways that foster cultural understandings and friendships.

Goal 1: Millian will enhance positive, loving relationships within the church and with the Aspen Hill community.

Objective 1

A. To provide training and workshops to teach skills and strategies that promote caring relationships within the congregation and with the community.

B. To promote participation in “Getting to Know You” training to provide leaders and church members appropriate methods to meet, greet and mingle with people they do not know.

Actions to Achieve Objectives:

1. Orientation for ushers, greeters and ministry leaders will teach positive ways of welcoming.
2. Re-arrange Coffee Hour seating to promote small group conversations.
3. Fellowship Team will assure that simple foods and beverages are available after worship.
4. Ushers will introduce visitors to members who will walk them to the Chapel Room and introduce them to church members.
5. Fellowship Team will demonstrate techniques of mingling.
6. Provide a welcoming gift to first time visitors and get their name, address, telephone/e-mail.
7. Follow-up with visitors during the week of first visit.

Evaluation Factors:

1. Number of persons trained on welcoming.
2. Observation of the interactions of persons during coffee hour.
3. Responses of follow-up visit with visitors.
4. Number of visitors returning.

Time Line:

A. First Quarter

1. Revise/develop Orientation for ushers, ministry teams, etc.
2. Actions 2, 3, 5 – Urgent! February

B. Second Quarter

1. Action 6 –
2. Action 7

C. Third Quarter

1. Observation
2. Collection of data

D. Fourth Quarter

1. Evaluation
2. Revisions

Objective 2:

Ministry team leaders will keep the church and new members informed of their programs to promote a spirit of inclusion, interaction and fellowship.

Actions to Achieve Objectives:

1. Pastor will adjust new member orientation to include a presentation of church's program by ministry teams.
2. Ministry teams will explain their programs to new members and invite them to join.
3. Pastor will encourage new member to participate in a ministry team.
4. New members will complete a talent form to share with ministry teams.
5. Spotlight new members on screen in church, newsletter, and bulletin boards to include family, country of origin/region, hobbies, skills, interest, employment, etc.
6. Spotlight church members in same way when there aren't new members.
7. Pair new members with a church member with similar characteristics i.e. age range, children ages, interests, area of residence, hobbies, etc. to begin a new friendship and participation in the ministries of the church.
8. Provide an orientation/check list for Millian friend.

Evaluation Factors:

1. Number of new members joining/participating in ministry programs.
2. Use of talent forms to connect new members' talents to church ministries.
3. Millian friends bonding.
4. More knowledgeable of new members and church members in the spotlight.

Timeline:

A. First Quarter:

1. Actions 4 & 8 – update/ develop forms
2. Actions 1, 2, 4, 7 synchronize with pastor's orientation for new members
3. Actions 5, & 6 - Immediate begin with new ministry team

Objective 3.

Participation in quarterly fellowship events coordinated by ministry teams will promote friendships, knowledge of different cultures and cross-age mingling of new members and the congregation.

Actions to Achieve Objectives:

Potlucks

Seasonal events, Ice cream social, picnic, cookout, soup exchanges, etc.

Book Groups

Cultural Fair including food, dress, games, language, customs, geography, etc.

Movie plus discussion
Craft Activity
Mission project
Chili cook-off
Number of small groups formed

Evaluation Factors:

1. Number of quarterly activities conducted.
2. Number of church member participating in planned strategies.
3. Number of small groups formed.
4. Observations of conversations, mingling, sharing and new friendships.
5. Participation of new members and community in church event

-3-

Timeline:

One event each quarter planned/coordinated by a ministry team.

4th Quarter

Evaluation & Update

Goal 2: To determine if the involvement of the community in planning for community/church events make a difference in participation, ownership, values, attitudes and opinions of the group.

Objective:

To identify common projects & actions, i.e. food pantry, fall festival, Advent event that will enable Millian/community to develop more positive opinions of each other.

Actions to Achieve Objectives:

Create a diverse church/community group to plan, execute and evaluate a new/old community project i.e. food pantry, fall festival, Advent activities. Specific actions include:

1. Pre/Post survey of attitudes and opinions.
2. Determine the project and resources needed.
3. Select a coach not a member of the group.
4. Develop a detail plan to include budget, publicity, volunteers, etc.
5. Evaluation

Evaluation Factors:

1. Coach's observation
2. Reflection of team members
3. Changes in attitudes and opinions based on pre/post survey.
4. Lessons learned
5. Evaluation of the project, i.e. attendance, successes, difficulties, needs met.

Timeline:

Fourth Quarter

Strategic Imperative: Connecting Youth and Older Adults

Authors: John Kelley and Mary Kreinbihl

Definition -- Create a mutual trusting and respectful partnership with youth, adults and families of Millian United Methodist church.

Goals: The goal of building youth & adult ministries is to intentionally build better communication and mentoring relationships between Youth and Older Adults.

Objectives – The objectives are to:

- Continue to develop better means of interacting with neighborhood youth
- Continually update content on Millian Website and include Youth Activities Calendar.
- Enhance and maintain communications with the different social media platforms.
- Recruit more volunteers from congregation to encourage and mentor our youth
- Create a major event(s) calendar for youth activities
- Create and maintain a directory for Youth, Volunteers, Staff, Visitors

Specific Actions To Achieve Goals & Objectives:

Oversee hiring of a Part-time Youth Director when approved by Congregation.

- Improve communications by advertising Youth activities and having a stronger presence on Social Media (i.e., Facebook, Twitter, etc.)
- Continue Youth Outreach Ministry Activities
 - a. Friday Youth Meeting
 - b. O.C. Rock
 - c. Camp Joy
 - d. Vacation Bible School (VBS)
- Institute Acolyte training and restructure/recruit new youth for participation.
- Develop team to scout neighborhood youth and create interaction and interest in the U.M.C. Youth
- Promote interest by older adults in congregation to be tutors to young students.
- Encourage and provide training for adult congregants to volunteer in church pre-school and VBS.
- Train mentors (see Action I below)

b. Evaluation Factors

- Investigate avenues for effectively training children's ministries
- Number of Student Ministry servants
- Number of trained mentors working with youth

Time Line One year

Action 1: Preparation for Youth & Adult MENTORING Partnerships

Pastor and Connecting Youth and Older Adult Team Identify and recruit the mentors

In partnership with the mentors, choose the support materials, e.g.

<http://www.thesource-4ym.com/trainingtools/article.aspx?id=15>

<http://www.crosswalk.com/church/pastors-or-leadership/16-ways-to-build-a-youth-ministry-that-will-last-11599048.html>

<http://www.umcdiscipleship.org/resources/acolyte-training-resources>

The Acolyte's Book by Hoyt Hickman (Abingdon)

Come, Follow Me: A Study Book for Acolytes by Edwin B. Womack

Train the mentors

Inform the congregation about the program through the newsletter, weekly announcements, and information slides shown prior to the service

Youth & Older Adults Timelines

Month 1

Congregation is informed of the pairings and agrees to pray for them throughout the 6-month match.

Mentor/mentee pairs work together to write a one-page agreement identifying 3 goals for their relationship, and how they plan to work together to achieve those goals (number, frequency, and type of interactions; written, online or other materials they will use, etc.). Both sign the agreement.

Month 2

Mentor/mentee pairs interact regularly, per their signed agreement

Congregation prays for pairs

Mentors meet with the Pastor during Month 2 to identify successes and challenges

Month 3

Mentor/mentee pairs interact regularly, per their signed agreement

Congregation prays for pairs

Mentors share mid-term successes with the congregation either verbally or in writing

Month 4

Mentor/mentee pairs interact regularly, per their signed agreement

Congregation prays for pairs

Mentors meet with the Pastor during Month 4 to identify successes and challenges

Month 5

Mentor/mentee pairs interact regularly, per their signed agreement

Congregation prays for pairs

Month 6

Mentor/mentee pairs interact regularly, per their signed agreement

Pairs assess which of their goals were met, and which were not, and why
Mentors meet with the Pastor to debrief on what worked and what needs adjustment
Pairs are presented to the Congregation for acknowledgement of their work over the 6 months.
Successes and challenges can be shared by the Pastor at this time.
Cycle begins again, with adjustments as agreed to by the Mentors and Pastor.

Strategic Imperative: Communicating and Working Better Together

Authors: Pastor Miguel Balderas & Chuck Thompson

Definition – Identifying methods to demonstrate positive communication techniques/processes that result in better group cohesion & higher levels of satisfaction from individual congregants that church groups are working better to meet our church vision and their individual needs.

Goal: The goals of this Strategic Imperative are to ensure the highest levels of satisfaction with Millian’s overall communication strategies/mechanisms and cohesion & cooperation among the church groups (individual congregants, committees, church leadership teams, and the Pastor).

Objectives: The objectives for better communication and working together, in priority order, are to:

- Provide full transparency for all activities/actions of individuals and groups;
- Promote full inclusion and partnerships;
- Provide clarity/simplicity in all written & oral communications;
- Insure all actions within the congregation & community are done with honesty and respect for everyone.

Specific Actions to Achieve Goals & Objectives:

Actions to Promote Better Communication:

- Continue using the tools that have been effective:
 - Timeline: On-going**
 - Newsletter
 - Weekly Emails to the congregation
 - Having all committee minutes other reports available to all congregants
 - Maintaining and improving the Millian Facebook page & web-site
 - Improve communication to the full congregation about the prayer/care coordination that occurs in the Monday coordination meeting

Evaluation: Monitor on-going activities monthly

- New Strategies:
 - Promote better awareness & use of the Millian Facebook page
 - Improve content/navigation of the Millian web-site
 - Improve “real-time” dissemination of information
 - Put important points/summaries on the web-page

- Consider new ways to preach/teach for sermons (this is under review/research now. Purpose is to identify new alternatives for teaching during sermons.)

Timeline: Web-site Facebook – improve by June 30, 2017 & review quarterly

Evaluation: Feedback from the Admin Council (Web demo in meeting) & Congregation

- Use technology (e.g. camera & other software) to “live-stream” Sunday service (this could be done using Facebook)

Timeline: By Easter 2017

Evaluation: Feedback from the Admin Council (Web demo in meeting) & Congregation

Actions to Promote Working Better Together:

- Continue to reach-out to members who are not attending;
 - Acknowledge some who have left will not come back
 - Be respectful of other’s decisions
- Acknowledge teams/groups that are working well (e.g. UMW, Worship, Stephen Ministry)

Timeline: Now

Evaluation: Affirmation in Council Meetings & Special Recognition Sundays

- **Assess & help/support groups/teams/committees that are not working well or meeting goals & objectives**
- **New Strategies:**
 - Promote support of the elderly through partnering with younger church members
 - Promote elderly being tutors to the young kids in the congregation
 - Promote elderly volunteering in the pre-school.

Timeline: Chair, Pre-school Committee Review Strategies with Full Committee and Initiate Dialog with Pre-school Director ASAP. Implement Spring 2017

Evaluation: Evaluation Factors identified by Pre-school Committee and the Director, Millian Pre-school.

Strategic Imperative: Enhancing and Improving the Millian UMC Worship Experience

Authors: Carolyn Goldman & Barbara Smith

Goal: To offer a worship service that will meet the spiritual needs of the current congregants and also provide a relevant worship experience for those in the community who are seeking a church home.

Objectives:

- Evaluate current worship opportunities to determine how they might be improved;
- Be responsive to the comments/suggestions/concerns gathered from the 360 Congregational Evaluation and meeting;
- Promote “One Millian”, a congregation focused on fulfilling Millan’s Mission and Vision statement for all members of the church and the surrounding community;
- Improve the structure, content, and spiritual value of the Millian worship service.

Objective: To strengthen the worship experience for the entire congregation.

Action 1. Consider how we might combine the 9:30 and 11 o’clock English services into one service.

A review of the attendance records of the two Sunday morning English language worship services over the past 6 months shows a continuing decrease in the total numbers attending the worship services. Combining these two services into one worship service each Sunday would provide a chance for cohesive fellowship within our small congregation each week, particularly since the number of worshippers attending each of these individual services is low. A trial combination of these two services was implemented this past July and August; the 2pm Latino congregation elected to maintain their separate Spanish language service except on the first Sunday of the month, the current practice. A short evaluation form should be distributed as a bulletin insert to the congregation to gather reaction and feedback concerning the one service format experienced this summer. Implementation of one 10 o’clock worship service on Sunday morning should be seriously considered.

Action 2. Review the structure and content of the current worship service.

Objective 1: To explore ways to craft a meaningful and spiritual worship experience that can be completed within a one hour timeframe.

A frequently expressed concern is that the Sunday morning service often exceeds the expected one hour timeframe. For many in an aging congregation this is an issue which must be considered important for a variety of reasons. The following are possible ideas for managing the length of the service while maintaining the focus of the spirituality of the worship experience:

a) Most hymns have a maximum of 4 verses, but some do extend to 6 or even 7. We could limit the singing of a hymn to 4 verses.

b) The children's message included in the 11 o'clock service is an important part of worship, particularly since it is tailored to the theme of the weekly scripture and to the pastor's sermon and seems to crystallize the essence of the message for that day. It should remain as part of the weekly service but limited to a specific time interval. Also, new leadership will be a concern for this ministry in 2017.

c) Whenever possible we should try not to schedule baptisms or the receiving of new members for Sundays when other service additions are already planned such as holy communion, guest speakers, or special performances.

d) At the end of the service the congregation should be invited to leave the sanctuary at their leisure and not be asked to remain seated during the playing of the postlude.

Objective 2: To explore ways to enhance the content of the weekly service that will make the worship experience relevant to our daily lives.

a) The weekly scripture text provides the basis for the pastor's message each Sunday. This is an opportunity for the pastor to reflect on and teach how the lesson of that particular scripture passage is relevant to each of us as we strive to live a Christian life in this changing world.

b) When the Sunday service coincides with an event of national importance such as the occurrence of a natural disaster or the memorial observance for the 9/11 attacks, this should be acknowledged in the worship service as there could be present those who still cope with the impact of these events.

c) The announcement section at the beginning of the service includes brief statements concerning upcoming events and additions to the prayer list. If we are to be an informed congregation, a few moments should be included to cover the business of the church as well. The previous week's attendance and giving should be acknowledged as well as the current financial situation. The number of families supported by the previous food closet distribution and the current status/needs of the food closet ministry should be stated. Any other ministries such as community events, the distribution to the community of clothing/ household goods, or providing the sacrament of communion at home should be acknowledged.

d) Aspects of the music ministry should be reassessed. Long time members of the congregation prefer singing the older hymns that they find familiar while younger members may favor praise songs. A viable congregation must address the needs of both. Old familiar hymns should be incorporated into the service several times a month. The praise songs led by Alexis have proved to be popular to many, and perhaps a time for praise songs or the use of the Renew Songbook could replace the singing of the second congregational hymn.

e) At the benediction an announcement should be made to invite everyone to gather together in the chapel room for refreshments and fellowship. This announcement should include directions to the chapel in case visitors are present; the opportunity to greet new people personally should not be missed.

Objective 3: To explore ways to enhance the understanding and audio reception of the weekly service.

Many in the congregation have difficulty hearing or understanding the pastor during his sermon. This is a frequently mentioned problem, and the following are suggestions as to how communication might be improved.

a) The pastor should include an outline of the major points of his message as a slide that can be viewed on the screen. This would make it easier for those having difficulty hearing to follow the sermon. An outline printed in the bulletin would also be helpful and would allow congregants to have a copy of the major points of the message to take home.

b) A slide should be included in the pre-service announcements suggesting that anyone with difficulty hearing the service is welcome to request from the ushers one of the available hearing devices. We should encourage everyone to take advantage of the amplification aids that we provide. This would be accompanied by a slide at the benediction reminding everyone to return the hearing devices to the ushers as well and to report any devices which are not functioning properly.

c) It has been noted that the pastor's coming down from the pulpit lectern and speaking to the congregation from the isle between the pews has added a very personal note to the message and has enhanced the ability to understand his speech. It is hoped that this practice will be continued.

Evaluation Criteria

1. Monitor the weekly adult attendance at the worship service and report the numbers.
2. Regularly seek congregational feedback concerning the content and spirituality of all aspects of the worship service.
3. Gather congregational reaction to special presentations such as seasonal concerts or cantatas, handbell performances, or the puppet ministry as to their importance to the worship experience.

Plan Summary:

For the past seven months, the Advisory Committee has worked prayerfully to identify the strategic imperatives that will be needed to implement Millian's mission & vision for 2017, and set the foundation for planning beyond 2017. For each of the Strategic Imperatives, the authors have provided objectives, specific actions, proposed timelines to accomplish the goals they identified, and evaluation factors that will enable the measurement of the attainment of those goals. The committee has done the easy part, creating a blue-print for action. Now, comes the hard part, making the plan real for each and every congregant. Remember, the ability to achieve the goals of this plan are dependent on active prayer and participation of **EVERY** Millian congregant.

Next Steps:

- Final sign-off/approval of the full Advisory Committee & Pastor Miguel;
- Work Groups identify priorities, next steps & timelines & coordinate proposed actions with existing committees;
- Review & Approval of Implementation Actions/Timeline by the Church Administrative Council (when appropriate).

Appendix A
Advisory Committee Membership

Advisory Committee Members Finalizing Strategic Plan:

Advisory Committee Leaders:

Pastor Miguel Balderas
Carolyn Goldman
John Kelley
Chuck Thompson

Advisory Committee Members:

Emelia Annum
Nancy Gray
Mary Kreinbihl
Carmen Nunez-Boulware
Barbara Smith
Linda Stathoplos
Edith Williams
Roderick Williams

Advisory Committee Members Who Participated in June 2016 Only

Emma Hintz
Braulio Torres
Lucy Torres