

**FRIENDSHIP CHRISTIAN REFORMED CHURCH**  
**Ministry Plan 2006 to 2012**

**PREAMBLE**

This is a plan to encourage effective ministry at Friendship Christian Reformed Church for the next few years. God willing, in 2012, we will celebrate 25 years of ministry.

Friendship Christian Reformed Church has a history of accepting God's direction and of making things happen. We do not spend a lot of time and energy to put elaborate plans together on paper; we are more likely to have an idea and then to take necessary steps to make that idea a reality. In that sense, we are a "blue-collar" church. In general, we are hands-on, volunteer-oriented, and action-oriented. That's a good thing.

Having said that, this strategic plan for Friendship CRC is only as good as the action that we, as a local church, decide to follow-up on with appropriate activity. The development and writing of this plan is worth nothing if we do not take action.

In addition, this strategic plan, while guided by prayer requests for wisdom, is the work of man. We, of course, do not know what the future holds. As has been the history at FCRC, and the reality of the world, God's will for us determines our future. Therefore, we must temper the ideas and thoughts of this plan, as we take action in the future, by what God reveals to us as His will for our congregation, our denomination, and the church.

**BACKGROUND**

By 2016, with routine growth, Friendship Christian Reformed Church will have over 1,000 members, with a General Fund exceeding \$1,000,000. We will either require a new larger sanctuary or we will need to have two AM services. The geographic area surrounding FCRC will continue to grow in population.

We must choose how much of a factor we want to be, for God's church, in the area of our location. This strategic plan is written to help us be an effective ministry for the growing population in the areas surrounding FCRC.

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### CONCEPT

There are many areas (and even more “programs”) that FCRC could become involved with in the future. There are many needs. The thought behind this particular plan for the future is to provide a focus on certain areas of ministry that FCRC can excel in, while fulfilling God’s mission to us as individual Christians and as a Christian church. Under these focus ministries will be a variety of programs – some of these programs are existing programs; some are new programs. It is impossible for us to know exactly which programs FCRC will have in the future; we will remain open to God’s direction in this matter. Therefore, the programs listed under the focus ministries are examples and ideas; they are our best guesses and our best ideas today, but not mandates.

The core of this strategic plan is the idea of focus ministries. We have identified five areas of focus for our local church:

- Congregational Care
- Discipleship
- Outreach & Missions
- Worship and Music
- Youth Ministries

These five focus ministries help fulfill our Biblical missions to reach the lost for Christ and to develop and maintain the spiritual growth of our church members.

Underneath these focus ministries, as a foundation for enabling success, are three supporting areas. They are:

- Membership Involvement and Volunteerism
- Stewardship of Financial Resources
- Leadership and Administrative Support

In general, there is a primary church ministry team for each of the focus ministry areas and, in general, paid ministry-staff members (ordained or non-ordained) of FCRC lead the focus ministries. There is also an Administrative Elder or Deacon assigned to each focus ministry.

In general, the supporting foundation areas are not specific programs led by ministry-staff; these areas are led primarily by lay members, supported by church ministry teams, the staff members (ministry and support staff), and are part of the culture of our church. An Administrative Deacon or Elder is assigned to each of the primary teams within the supporting foundation areas (Building & Grounds, Finance, Future Ministries, Personnel).

Finally, and most importantly, cloaking each of the five focus ministries and the three supporting areas is FCRC’s prayer ministry. Prayer must surround all that we do as a church. Prayer ministries are integrated into each of the five focus ministries and are a part of each of the supporting areas. Each ministry-staff member will lead, encourage, and be supported by various prayer ministries within their area of focus.

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### FOCUS MINISTRIES

#### Congregational Care

FCRC has always been known for its friendliness, its openness, and its willingness and ability to make others feel welcome. As we grow in numbers, this becomes more difficult; however, our goal is that we will always have this area as a strength.

As our membership numbers increase and as the membership's average age increases, the need for congregational care and more specifically, pastoral care given, will increase.

Fundamental ideas and ministries within the focus ministry of Congregational Care include visitations of those in need and activities related to church fellowship. See chart 1 for specific programs that might be included under the Congregational Care focus ministry.

The FCRC staff member responsible for Congregational Care should be an ordained minister with the gift of pastoral care and is a member of the Pastoral Elders. In addition to being personally involved in the care of FCRC members, this individual must be able to organize and oversee activities, programs, and volunteers involved in various congregational care ministries.

Currently, Pastor Cal's role at FCRC most closely fits the concept of Congregational Care focus ministry.

The church team most responsible for the focus ministry of Congregational Care is the Pastoral Council; they are assisted in this area by the Crisis Care Team.

#### Discipleship

Discipleship of our members is a key part of our mission to develop and maintain the spiritual growth of our membership.

Fundamental ideas and ministries within the focus ministry of Discipleship include Bible studies, education, and groups that meet together to grow in their spiritual life. It also includes the analysis and use of individual spiritual gifts. In addition, this focus ministry includes the area of support for Christian Education. See chart 1 for specific programs that might be included under the Discipleship focus ministry.

The FCRC staff member responsible for Discipleship is either an ordained or non-ordained ministry-staff person. This individual must have strong leadership and teaching skills. In addition to teaching, this individual coordinates, organizes, and oversees a variety of Bible studies, classes, activities, and programs for FCRC members.

Currently, Carl Burgess' role at FCRC most closely fits the concept of Discipleship focus ministry, assisted by Pastor Tim.

The church team most responsible for the focus ministry of Discipleship is the Education Team.

#### Outreach & Missions

Outreach & Missions is the primary focus ministry relating to our mission to reach the lost for Christ. FCRC has a good history of giving for missions and for volunteering for a variety of mission service projects, but we have not developed a strong program for our local outreach and evangelism. It is our goal that specifying outreach

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as one of our focus ministries will improve our effectiveness in local outreach while maintaining (or improving) our involvement in missions outside of the local area.

Fundamental ideas and ministries within the focus ministry of Outreach & Missions include local outreach activities and evangelism, support for foreign missions, and coordination of mission/service trips for FCRC members. See Chart 1 for specific programs that might be included under the Outreach focus ministry.

The FCRC staff member responsible for Outreach is either an ordained or non-ordained ministry-staff person. They must be someone who has a heart for outreach, specifically, for evangelism. This staff person is directly involved with FCRC's local evangelism and outreach programs. They must also possess the skills necessary to supervise the Kid's Hope Director and lead a group of volunteers in a variety of outreach programs. They will also lead, organize, and coordinate the FCRC Faith Promise program.

Currently, while we provide staff for the Kid's Hope program (Nancy Errfmeyer); there is no ministry-staff person at FCRC dedicated to the focus ministry of Outreach. Some of Carl Burgess' work at FCRC involves Outreach & Missions as well, but it is not his primary focus. Additional staffing needed.

The church team most responsible for the focus ministry of Outreach & Missions is the Outreach & Missions Team.

#### Worship & Music

Worship is at the heart of what FCRC members do each week and is part of the mission to develop and maintain the spiritual growth of our membership. It is also a key follow-up and tie-in to our local outreach ministries and our mission to reach the lost for Christ.

The fundamental ideas for the focus ministry of Worship and Music are worship planning and coordination, as well as providing leadership in the area of worship and music standards, training and promoting excellence in worship. See Chart 1 for specific programs that might be included under the Worship and Music focus ministry.

The FCRC staff member responsible for Worship & Music is an ordained minister with a strong commitment to the Reformed faith and with excellent preaching skills. In addition, this individual must have the ability to plan, coordinate, and organize a variety of music programs associated with FCRC worship. This position will also supervise other paid FCRC staff members – the choir director and the organists. Appropriate administrative and leadership skills related to Human Resources are required. This minister will not do all the preaching at FCRC, but will coordinate the schedule and will work with other ordained staff to facilitate effective worship at FCRC.

While we have paid staff to lead the Adult Choir, currently, there is no ministry-staff person at FCRC dedicated to the focus ministry of Worship & Music. Currently, our two pastors work together, in addition to their other responsibilities to coordinate the Worship & Music ministries, with Pastor Tim taking the lead role. Additional staffing/clarification needed.

The church team most responsible for the focus ministry of Worship & Music is the Worship Team.

#### Youth Ministries

Youth are the future of the church. FCRC, from the beginning, has made a commitment to our youth. The focus on Youth Ministries is a focus on the development of the spiritual growth of our youth. It is also a focus on reaching lost youth for Christ.

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The focus ministry of Youth Ministries is unique in that it really is a focus on the *congregational care* of our youth, *discipleship* of our youth, *outreach* programs for our youth, and *worship and music* involvement for our youth. In summary, it is a combination of all the other focus areas – focused on our youth! The fundamental idea is that the focus ministry of Youth Ministries includes all ministry programs starting with Sunday School through the High School youth program. See Chart 1 for specific programs that might be included under the Youth Ministries focus.

The FCRC staff member responsible for Youth Ministries is a non-ordained ministry-staff person. This individual must have a heart for youth ministries and, preferably, formal training in youth education and/or ministry. Relationship building with young people is a key aspect of the job. Individual involvement in the various youth programs is a requirement, as well as leadership, coordination, and organization for the various programs, with a large group of volunteers.

Currently, the Youth Ministries Coordinator position is vacant. Pastor Tim's role at FCRC includes ministerial support for the Youth Ministries focus.

The church team most responsible for the focus ministry of Youth Ministries is the Education Team.

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**CHART 1 –  
FOCUS  
MINISTRIES  
CHART**

PRAYER

PRAYER

PRAYER

PRAYER

**CONGREGATIONAL  
CARE**

**Pastor Cal**

Carl Burgess / Pastoral Elders /  
Pastoral Deacons / Crisis & Care  
Ministry / Volunteers

**Elder or Deacon of Cong. Care**

- AA/AI-Anon
- Benevolence
- Church Newsletter
- Church Picnic
- College Prayer Partners
- Connections (Small Groups)
- Counseling (pre-marital, family, etc.)
- Family Visitation
- Meals Team
- Military personnel letter writing
- New member assimilation
- Prayer Line
- Prayer Shawl Ministry
- Prime Timers
- Recreational activities: softball teams, basketball, volleyball, running club, etc.
- Shut-in visits
- Visitation of sick

**DISCIPLESHIP**

Carl Burgess / Education Team /  
Pastors / Volunteers

**Elder of Education**

- Adult Forum
- Christian Education
- Coffee Break
- E-Teams
- Library
- Men's Life
- One-on-One Discipleship
- Pre-profession classes
- Social Action
- Stewardship programs
- Women's Retreat
- Young Adults
- Young Marrieds

**OUTREACH**

Nancy Erffmeyer / Carl Burgess /  
Outreach & Missions Team /  
Volunteers

**Elder or Deacon of Outreach & Missions**

- Byron Community Ministries (BCM)
- Crossroads Bible Institute (CBI)
- Disaster Response Service (DRS) opportunities
- Faith Promise program
- Field & Stream
- Foods Resource Bank
- Guatemala projects
- Kids' Hope USA
- Mission Emphasis Week
- Missionary letter writing
- Project Hope
- Short-term mission projects
- Sidewalk Counseling
- Special Friends
- Spring Break projects

**WORSHIP  
& MUSIC**

**Pastor Tim / Pastor Cal**

Worship Team / Music Team /  
Worship Support Teams / Mark  
& Mary Westmaas / Organists &  
Pianists / Volunteers

**Elder of Worship**

- Audio/Video
- Bulletins
- Choirs
- Communion
- Decorations, banners
- Greeters
- Melodies of Joy
- Nursery
- Nursing Home Worship Services
- Organists, Pianists, and Instrumentalists
- Praise Team
- Pulpit Supply
- Special music, ministry of music
- Ushers
- Visual Tech Team
- Welcome Center
- Worship planning, coordination, & standards

**YOUTH  
MINISTRIES**

**Pastor Tim**

Youth Ministries Coordinator /  
Education Team / Volunteers

**Elder of Education**

- 1 Way (7<sup>th</sup> – 8<sup>th</sup> Grade)
- Cadets
- Catechism
- Children's Worship
- FYSH (9<sup>th</sup> – 12<sup>th</sup> Grade)
- GEMS
- SERVE
- Sunday School
- VBS
- Wee Worship
- Youth Retreats

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**MEMBERSHIP INVOLVEMENT & VOLUNTEERISM**

Council, especially Pastoral Council  
Safe Church Team / All FCRC Members

**STEWARDSHIP OF FINANCIAL & PHYSICAL RESOURCES**

Deacons / Treasurer / Bookkeeper / Finance Team / Counting Team  
Building & Grounds Committee / Kitchen Team / Eco Team / Custodian / All FCRC Members

**LEADERSHIP & ADMINISTRATIVE SUPPORT**

Council, especially Administrative Council / Council President / Council Secretary / Pastor Tim / Pastor Cal / Pastor-Church Relations Teams / Church Administrator / Ministry Coordinators (staff) / Church Secretaries / Team Leaders / Ministry Leaders and Teachers / Personnel Team / Future Ministries Team

PRAYER

PRAYER COORDINATORS

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### SUPPORTING AREAS

#### Membership Involvement and Volunteerism

Membership involvement is necessary in order to have successful programs within the focus ministries. We cannot expect the paid staff to do it all. Stewardship of our time and our gifts is expected. Ideally, every FCRC member is involved in at least one area of ministry at FCRC. Leadership (from lay-members and from ministry-staff) is required to facilitate the effective use of volunteers. Administrative support from staff is required to organize, track, and assist FCRC members who volunteer for the various ministries and programs. Leadership is required to instruct and guide FCRC members in the area of stewardship of time and gifts; this can be combined with appropriate programs within the Discipleship focus ministries. Council leadership in this area is crucial.

Specifically, the concept for this area of support includes:

- FCRC member involvement in the various activities, programs, and ministries.
- Emphasis of spiritual gifts, training within this area, and the use of spiritual gifts.
- Increased administrative staff involvement in the area of tracking and facilitating membership involvement.
- Pastoral Council involvement in encouragement (and urging) of member involvement.

#### Stewardship of Financial Resources

The reality of running a large church is that finances are required. FCRC members have a strong history of providing, as needed, for our ministries. Ministry-staff should not be hindered by the need to seek funds and be involved in fund-drives, accounting, etc. Lay leadership, primarily through Council, handle this supporting area, ensuring there are sufficient funds available, and appropriate accountability, for the various focus ministries. Leadership is required to instruct and guide FCRC members in the area of financial stewardship; this can be combined with appropriate programs within the Discipleship focus ministries. Council leadership in this area is crucial.

Specifically, the concept for this area of support includes:

- Fund drives for debt elimination, building improvements, mission trips, etc. – as required.
- Budgeting, bookkeeping, and auditing.
- Deacons' involvement in encouragement, monitoring, and training of financial stewardship.
- Paid bookkeeper, in the future, as the need dictates.

#### Leadership and Administrative Support

While paid ministry staff provide leadership in their areas, FCRC has a rich tradition of lay leadership. This should continue. Therefore, in support of the paid ministry-staff at Friendship, lay members of FCRC provide the required leadership for our local church and ministries. This comes in the area of individuals who volunteer to head up particular ministries and programs and in the area of Council leadership and involvement. Additional FCRC paid (office) staff provide the appropriate administrative support for ministry-staff and lay-members involved in FCRC ministries, as well as administrative support for Council.

Specifically, the concept for this area of support includes:

- Lay members as team leaders for the various activities, programs, and ministries.
- Paid administrative support personnel (staffing the FCRC office).
- Lay member as Council President.
- Paid "church administrator" in the future to oversee the administrative details associated with a large church.

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**PRAYER**

Cloaking all of the work and ministries at FCRC will be our ministry of prayer. This area permeates all other areas. Each focus ministry has specific prayer programs within their areas in support of those programs and ministries. Leadership and administrative support provide prayer support and need prayer support. Prayer support is required to effectively implement membership involvement at FCRC and to have appropriate financial resources. FCRC members and staff must be a praying people. In summary, all that we do will include prayer.

While the list is almost endless, some ideas within this area include:

- Prayer line.
- Pre-worship prayer team.
- College prayer partners.
- Instruction and Bible studies on prayer.
- Prayer within our worship setting.

**INTEGRATION**

While we have identified specific focus ministries and specific programs within these focus areas, the reality is that the focus ministries are integrated and intertwined with each other. There are many programs that are listed under one focus ministry, but also could fall under a different focus area. One example of this is Coffee Break. This program potentially involves both Outreach & Missions and Discipleship – it could be listed under either focus ministry.

In addition, ministry-staff will have gifts and interests beyond their assigned focus ministry. They will be involved in programs that fall outside of their particular focus ministry – this is acceptable, even desirable. All staff members will work together to provide effective ministries across all focus areas.

**PREACHING**

All ordained staff should be part of the preaching rotation at FCRC. The amount of preaching that each minister does will be based on the workload associated with that staff member's focus ministry. The Worship & Music focus ministry staff member will coordinate this, based on direction from Council.