

**Answering God's Call: Organizing, Collaborating, and Communicating**

**Report from the Calling and Vision Planning Group**

**June 2008**

**Members: Charlie Berardesco, Barbara Cambridge, Leigh Carter, David Kidwell-Slak, Barbara Marvin, Dean Snyder, Rebecca Stewart, Jim Walker, Elder Wellborn**

## Table of Contents

Title page	1
Table of Contents	2
Executive Summary	3
Introduction	4
Statement of Call	5-6
Organization	6-17
Ministry teams	7-9
Graphic of organization	8
All councils	9-13
Responsibilities	9-11
Membership	11-13
Individual councils	13-17
Connectional Table/Charge Conference	13
Congregational Council	13-14
Worship Council	14
Mission Council	15
Discipleship Council	15-16
Fellowship Council	16
Resources Council	17
Collaboration	17-22
Mechanisms	17-18
Sequential Decision Making	18-22
Communication	22-25
Principles of Communication in a Christian Community	22-23
Communication infrastructure, practices, and policies	23-24
Aspirations for the future	24-25
Transition	25-27
Features	25-26
Timeline	26-27
Conclusion	27
Appendices A-E	28-34

## **Executive Summary**

Foundry's statement of call is the wellspring of Foundry's vision, relationships, and activities: "We at Foundry are called by God to deepen faith through transcendent worship and challenging study, create engaged community through inclusion and caring, and transform the world through active service and prophetic leadership."

To act on Foundry's call, Foundry is organizing so that all members can bear fruit through participation on ministry teams and councils. Ministry teams are the vibrant center of Foundry's life through enacting in the various areas of church life what God calls us to do and be. All Foundry members are encouraged to choose a ministry team that speaks to their sense of call, passion, and commitment. The six councils, which have common responsibilities for church-wide goals, common roles among their members, and separate areas of responsibility, are Congregational Council, Worship Council, Mission Council, Discipleship Council, Fellowship Council, and Resources Council. The Connectional Table brings together all the councils for information sharing and decision making. Collaboration among councils and ministry teams at Foundry is essential for effective goal setting and implementation, programming, budgeting, and stewardship. Through mutually agreed upon practices, councils coordinate activities across the year for collaborative work on behalf of the congregation.

Effective communication is essential within a large church like Foundry. A set of Principles of Communication in a Christian Community guides us in building trust and interacting in a loving way. A variety of communication practices in the organizational structure, including guidelines for holy conferencing, enable Foundry to have deeper and broader communication among its members and with the world.

A Transition Team will provide leadership as Foundry moves toward its new practices that enable it to heed God's call to our congregation.

## **Introduction**

Over the last three years Foundry United Methodist Church has asked itself these probing questions: “Who are we?” “Who are our neighbors?” and “What is God calling us to do and be?” In seeking answers, we have studied the Bible, prayed and discussed with one another, and learned from others’ experience, writing, and ideas. Through this extended process of analysis and reflection, our goal has been to enable Foundry members to respond more deeply, fully, and passionately in ministry to each other, our neighbors, and Christ’s world.

Now it is time for us to act to organize ourselves in ways that enable and empower us to listen more closely, hear more clearly, and act more meaningfully upon God’s call to us as a Christian community. This document provides an organizational plan that builds upon the ideas and work of hundreds of Foundry members throughout the planning process. It includes

- a concise, inspired statement of what God is calling Foundry to do and be;
- an organizational structure that enables Foundry to respond nimbly and effectively to new ideas and new challenges, freeing members to move from management to ministry;
- a coordinated approach for setting goals, planning programs, budgeting, and assessing progress; and
- key principles to guide communication and an infrastructure that supports communication at Foundry.

To listen to and respond to God’s call, we now must engage prayerfully together as we take the next steps in our life as a Christian community. We have exciting work to do as we anticipate Foundry’s 200<sup>th</sup> anniversary in 2014.

## Foundry's Statement of Call

**We at Foundry are called by God to  
deepen faith through transcendent worship and challenging study,  
create engaged community through inclusion and caring, and  
transform the world through active service and prophetic leadership.**

The statement of call is the wellspring that supports Foundry in its internal and external relationships and activities. It states what Foundry members believe God is calling Foundry to do and be. It is informed by much study of Biblical passages and other texts and long hours of inquiry and thoughtful discussion. It embodies values that emerged from a broad, diverse group of Foundry constituents through meetings, surveys, and discussions conducted by the Appreciative Inquiry Study Group from 2005-2006, the Neighbors Planning Study Group from 2006-2007, and the Calling and Vision Planning Group from 2007-2008. Contributing ideas also came from the leadership retreats of 2006-2008, house meetings in fall 2007, consults with Gil Rendle and Paul Nixon, meetings with Bishop John Schol and District Superintendent David Argo, and the report of the Music Working Group.

A central Biblical base for the call is Mark 12: 28-31 from *The Message*:

One of the religious scholars came up...he put in his question: 'Which is the most important of all the commandments?' Jesus said, 'The first in importance is "Listen, Israel, the Lord your God is one: so love the Lord God with all your passion and prayer and intelligence and energy.'" And here is the second: "Love others as well as you love yourself." There is no other commandment that ranks with these.

The statement of call states concisely what Foundry is – and is striving to be. It expresses what individual Foundry members expressed consistently during three years of contemplation and discussion. Each aspect of the call is grounded in the ideas, convictions, and words of Foundry members.

We at Foundry are called by God to  
**deepen faith through transcendent worship and challenging study,**  
create engaged community through inclusion and caring, and  
transform the world through active service and prophetic leadership.

The highlighted statement reflects core findings of the appreciative inquiry process and values revealed in the survey of members by the Music Working Group. Appendix A includes relevant statements from these reports. In brief, it is clear from the work of the last three years that Foundry members find ceremonies and rituals meaningful in increasing and expressing their beliefs. Through provocative sermons and sustained study and reflection, they are inspired and challenged to engage difficult and complex topics.

What is transcendent worship? One definition emerged from the work of the Music Working Group as a member described the importance of music as an integral part of the worship service that “ushers us into the presence of God.”

We at Foundry are called by God to  
deepen faith through transcendent worship and challenging study,  
**create engaged community through inclusion and caring,** and  
transform the world through active service and prophetic leadership.

The highlighted statement reflects core findings of the appreciative inquiry process and guiding principles from the neighbors inquiry described in the Appendix. In brief, Foundry members want to be part of a community in which members own the care of one another and which affirms that all are equal in the eyes of God.

We at Foundry are called by God to  
deepen faith through transcendent worship and challenging study,  
create engaged community through inclusion and caring  
**transform the world through active service and prophetic leadership.**

This highlighted statement reflects core findings of the appreciative inquiry process and guiding principles of the neighbors inquiry described in the Appendix. In brief, Foundry members value taking personal actions and supporting the actions of others that make a difference directly for real people. We become disciples not just for our own benefit but for the purpose of changing the world.

The statement of call guides generation of goals, choice of programming, and use of resources at Foundry. All Foundry members will be familiar with the statement of call in order to be prepared to understand and explain what Foundry stands for. Councils and ministry teams will use the statement of call as the wellspring for aligning their work with what God is calling Foundry to do and be.

## **Organization**

Foundry is organizing itself as a congregation to respond to what God is calling us to do and be. As we worship and study, congregate, serve, and lead, we want to bear the fruit that John speaks of in the following passage. This passage instructs us to bear fruit based on the central commandment of loving one another.

John 15:16-17

I appointed you to go out and bear fruit, fruit that shall last; so that God may give you all that you ask in my name. This is my commandment to you: love one another.

As Foundry organizes itself to bear fruit, we as a congregation should not confuse our fruit with our center (April 20, 2008 sermon). As Foundry organizes for councils and ministry teams to bear fruit within the congregation and in the world, we need to keep Christ’s teachings at the center. As we commit to transcendent worship, challenging study, engaged community through

inclusiveness and caring, active service, and prophetic leadership, we must base our choices of ministries on Bible study that reveals what God expects of us. In the April 2008 sermon Dean Snyder emphasized that no particular ministry or fruit is sacred: it is God at our center who is sacred.

In the verse from John promising that God will give all *you* ask in God's name, the word *you* in its original language is plural. Our congregation asks for and carries out its shared passions. As Dean stated, "Faith is a possession of a people, of a congregation."

As Foundry organizes as a community to carry out its shared passions, we need to attend to but not focus exclusively on organization, coordination, communication, or even fruits. We need to ground all our decisions and activities in the central commandment that we love one another, returning again and again to Biblical teachings.

### **Organizing to Bear Fruit: Ministry Teams**

Ministry teams are the vibrant center of Foundry's life. Ministry teams enact what God calls Foundry to do and be. Ministry teams can be instrumental, visionary, or both. They can fulfill a particular task or have a wide scope of responsibility. Every ministry team works with one of six councils responsible for visionary thinking and leadership of a particular area: Worship, Discipleship, Fellowship, Resources, Mission, and Congregational.

Some standing ministry teams are delegated authority by councils to do work stipulated by the United Methodist Church Book of Discipline. For example, Resources Council has standing ministry teams for personnel, physical plant, and investments. Discipleship Council has a standing ministry team for nominations. Standing ministry teams operate for three years with a reassessment at the end of that period at the same time that councils are assessed through the Connectional Table.

Some ministry teams are created by the councils as continuing ministry teams. For example, Discipleship Council may choose to have a ministry team each for evangelism, spiritual gifts identification and development, and leadership development. The Worship Council may have a ministry team each for ongoing services and new worship opportunities. Each council has the responsibility and freedom to create ministry teams to do the work of the council.

Foundry members are encouraged to propose ministry teams that serve what they hear Foundry being called to do and be. Ministry teams may be constituted for short-term or long-term purposes. Each council develops a process for recognizing and supporting ministry teams proposed by members. Each ministry team submits to an appropriate council a description of its work so that the council can represent and support it in appropriate ways. The description includes at least the following: name of the ministry team, activities that support the church-wide goals established through the Congregational Council, activities that support the goals of the council, means of monitoring impact, and budget (if appropriate). The ministry team stipulates its proposed duration and the members who initiating or continuing it.

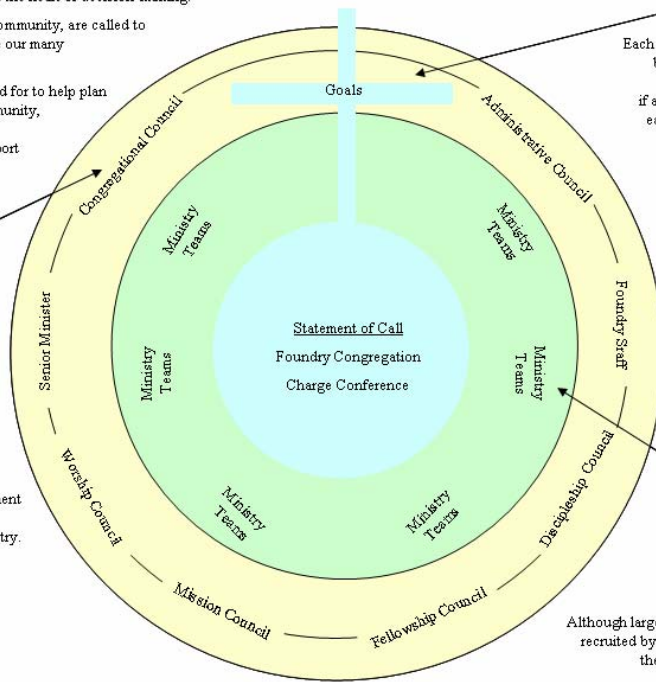
The Foundry Community is at the heart of decision-making.

At various points we, in the community, are called to join ministry teams and to use our many and various spiritual gifts.

Sometimes these gifts are used for to help plan strategically, or to build community, to do mission, to build and maintain resources, or to support worship.

Area Councils – Serve as a board for their area; Communicate and coordinate with other Councils to ensure Foundry uses all of its resources in the best way possible.

Most importantly, Councils work to recruit and foster an environment where ministry teams can flourish and innovate in ministry.



Goals unite us.

Each Council addresses the same goal, but do so within their calling.

For example, if a goal is to increase attendance, each Council will proffer ways to address that goal, and are free to innovate in their area of expertise..

Ministry Teams – do the work of the church. Examples might include a team of communion stewards or a group working on personnel searches.

Although largely self-selected, individuals are recruited by various Councils for their gifts, their energy, and their experiences.

Individuals are free to be on as many or as few ministry teams as they would like. As certain ministries complete their calling, they may seek to address a new call.

Each council establishes ways in which it will continue to coordinate with the ministry teams associated with it.

Ministry teams within a council communicate with one another through the council communications coordinators and on their own. Ministry teams have the authority and responsibility to communicate with the congregation about their work through their council's twice-yearly open meetings with congregational constituents, through their council's twice-yearly articles in the *Forge*, and through announcements in the *Focus* and on line about ministry team activities. Their work is represented at Connectional Table meetings through reports from their councils.

Through analysis of three documents, i.e. Foundry's current lay leadership structure, the groups supported in the current Foundry budget, and *All Things Foundry*, groups within the church have been identified as folding into or being potential ministry teams for each of the councils described next. The list of groups appears in Appendix B.

### **Organizing to Bear Fruit: Councils**

At Foundry six councils provide leadership for teams that plan and implement ministries consonant with the statement of call and the goals of the church. The councils do big picture thinking about the area for which they are responsible and support ministry teams in their areas. They report to the Connectional Table.

The six councils that provide vision for each area are the Congregational Council, Worship Council, Mission Council, Discipleship Council, Fellowship Council, and Resources Council. Although working with different areas in the church, the councils have similar responsibilities, member roles, and relationships with ministry teams.

### **Responsibilities of All Councils**

All councils have the responsibility and freedom to lead in their area. This charge means that each council continues to develop knowledge about its area, to think ahead about future needs, to allocate and reallocate resources among its ministry teams, and to communicate about its activities and plans to other councils.

- **Spiritual development**  
Because council members need to listen for God's call for their area, they use the Bible and other resources to provide a spiritual basis for their work. Each council meeting includes prayer and reflection so that the pragmatic parts of guiding an area do not overtake the spiritual underpinnings. Councils model for ministry teams the practice of calling on God and one another for help in continuing to grow as disciples.
- **Strategic planning for its area**  
Councils make three-year plans that help determine such activities as consideration of new ministry teams, recruitment of ministry team members, and allocation of resources. These plans move through a process that assures coordination across councils, but the

responsibility for generating activities, monitoring them, changing them when needed, and reporting on their activities and impact resides within the council.

Strategic planning includes environmental scans of the practices and policies of other churches to learn about new possibilities and to garner ideas for its ministry teams. The council monitors available resources for its mission teams from the Baltimore-Washington Conference office and other divisions of the United Methodist Church.

Each council chooses materials to read and analyze as part of Foundry's statement of call for challenging study. The members of the council are Foundry's knowledge bases within the area of their responsibility.

- Resource allocation and development

Councils are responsible for managing their financial resources. Each council submits a budget during the budget process based on goals of the church, its area strategic plan, and needs of its ministry teams. After this budget is vetted by Congregational Council based on church-wide goals and by Resources Council based on available resources, the area council is responsible for allocation of its funds to its ministry teams. During the budget cycle, the council has authority to reallocate funds if need be to achieve the goals of its ministry teams. If an unexpected need arises, the council may submit a request for additional resources to the Resources Council, which acts on such requests according to church-wide goals and available funds, space, time, and personnel.

Councils serve as talent scouts, watching for ministry team members and other Foundry members to nominate for future council membership, for its own area and for all councils. Councils are responsible for sending names of potential council members to the Nominations ministry team which creates and presents a slate of members for councils to the Charge Conference.

- Communication and coordination

Councils communicate with the other area councils, their ministry teams, and the congregation.

Other councils: Monthly council meeting reports go to other councils, with the Congregational Council responsible for a summary report at each Connectional Table meeting. *Results That Last* suggests that each report contain Bright Ideas, effective techniques used by one council that might benefit other councils. Councils also communicate with each other through monthly meetings with common and individual work times. Councils are encouraged to use a common agenda for meetings, including Bible study, reports on progress toward church-wide goals, an environmental scan report, a report on communications, reports from ministry teams, and other business. *Results That Last* states that a standardized meeting agenda aligns all group members to the same common goals and provides a mechanism to "cascade communication" to others. Reports to other councils can contain parallel areas to enable coordination.

Ministry teams: Each council communicates with its ministry teams via its communications liaisons and ministry team coordinator. Councils develop the communication strategies that work best for its particular ministry teams.

Congregation: Councils communicate directly with the congregation through twice-yearly *Forge* articles, *Focus* announcements, website postings, and an open meeting with congregants at least twice yearly to collect ideas and answer questions.

Monthly open meetings by area councils are coordinated by the council communications liaisons and logistic meeting facilitators.

- **Coordination and assessment of ministry teams**  
Each council has ministry teams which carry out the work of the area. Some ministry teams are standing teams; some teams are constituted by Foundry members and constituents who volunteer or are recruited to serve for a particular purpose. Each council establishes a process for constituting teams and for assessing their progress toward goals. The council decides on ways that the ministry teams will communicate with it and with one another as well as the cycle for assessment. The council includes in its reports to other councils the activities and the impact of its mission teams.

### **Membership of Councils**

Each council has nine members, who are nominated through the nominations ministry team and elected by the congregation at Charge Conference. Council members serve for three years with the first set of members chosen to begin in 2009 serving staggered terms of one, two, and three years. Members chosen for one or two years may be nominated for positions open in 2010 and beyond. A member may serve on a particular Council for a maximum of two consecutive terms.

Each member of the council accepts membership that entails a particular responsibility within the work of the council. The following leadership roles within each council include:

- **Facilitator.** The facilitator chairs the monthly meeting of the council and guides the fulfillment of the responsibilities of the council. The facilitator is responsible for representing the work of the council at Connectional Table meetings held three times each year. The facilitator guides continuous assessment of the effectiveness of the Council.
- **Researcher.** The researcher studies the topic area of the council so that the Council is kept knowledgeable about its area of responsibility. The researcher also studies practices of other Foundry councils, other churches, and other organizations to learn about effective policies and practices. The researcher chooses study materials for the council and guides their analysis. At each council meeting the researcher shares news about policies and practices that can illuminate the work of the council and assures the challenging study that is part of Foundry's statement of call.
- **Resource manager.** The resource manager monitors the budget of the council, working with ministry teams on using and reporting about uses of funds and ministry team member time. The resource manager prepares reports for Resources Council as requested. The resource manager works with the ministry team coordinator in assessing the impact of ministry teams as the teams request and use church resources.
- **Communicators.** Communications with the congregation, other councils, and ministry teams are crucial. The communications activities listed as responsibilities for each council are essential, and each council may add other means pertinent to its work.

Working with the ministry team coordinator, the communicators establish practices within the council for sharing information among ministry teams. This role is filled by two members of the council who may choose to divide the duties of communicating within the council and with its ministry teams and the duties of communicating with other councils and the congregation.

- Meeting facilitator. The meeting facilitator makes arrangements for meetings of the council, meetings with the congregation, and, when needed, meetings with its ministry teams. The meeting facilitator makes sure that materials are ready and distributed for each part of the meeting, that those who can not attend particular meetings receive materials from those meetings, and that all the space and material aspects of meetings run smoothly and efficiently.
- Recorder. The recorder writes and disseminates minutes for council meetings. The recorder keeps an ongoing account of the work of the council, including documents related to work of each ministry team, for a permanent record of the council that is passed on to each new recorder for continuity and understanding of council work over time. The recorder is responsible for the monthly report to other councils, which may be the minutes of the council meeting, and for materials for Connectional Table meetings.
- Ministry team coordinator. The ministry team coordinator is the council contact person for ministry teams. If a ministry team wants to meet with the council, for example, the team contacts the coordinator. The coordinator knows if ministry teams can benefit from the work of each other and regularly alerts teams about ways to learn from one another and to collaborate. The coordinator receives descriptions of potential ministry teams for consideration and coordination by the council. Working with the resource manager, the coordinator supervises the assessment process for tracking the progress and impact of ministry teams.
- Worship leader. Because each council grounds its work in a spiritual basis, the worship leader coordinates Bible study, reflection, and prayer for the council. The worship leader contacts any council member absent from a meeting to share insights from the study, reflection, and prayer from that meeting. The worship leader keeps records of the Bible studies and activities that the council uses for its spiritual development for use by others over time as Foundry creates a resource for current and future councils.
- Staff member. Each council includes a staff person who has voice but no vote. The role of the staff person is to contribute specialized expertise, to encourage, to empower, to help identify potential leaders, to support, and to help coordinate and communicate through participation in staff meetings.

By agreeing to a role on a council, council members agree to

- make time to enact their role on the council
- support other council members in their roles
- let other council members know what helps them feel fulfilled in their council work

- communicate according to Foundry's Principles of Communication in a Christian Community
- continuously relate council work to the Foundry statement of call and current church-wide goals, and
- pray for their council's contributions to the life of Foundry.

## **Responsibilities of the Connectional Table and Individual Councils**

### **Connectional Table**

The Connectional Table meets three times yearly to consider Foundry's call, Foundry's fruits, and the means that Foundry uses to bear fruits. A Charge Conference occurs yearly at one Connectional Table meeting. Congregational Council is responsible for organizing and conducting Connectional Table meetings, collaborating with the five other area councils about content and format.

The Connectional Table constitutes all members of the six area councils as voting members. In addition, a member of any ministry team may attend in a non-voting capacity. The content of Connectional Table meetings is posted at least one week prior to the meetings, and the minutes of the meetings are available on line within two weeks after the meetings with important information from the meetings communicated to the congregation in multiple ways in the *Forge*, on the website, and from the pulpit.

Each Connectional Table meeting has a different function in the sequence of interactive decision making described in the Collaboration section of this report. For example, the winter Connectional Table meeting involves the presentation of the budget and of the stewardship plan and includes a Charge Conference to vote on nominees for councils. The spring meeting focuses on budget implementation. The fall meeting handles the presentation of leaders, who are voted on at the winter meeting, and deals with implementation of the stewardship plan.

### **Congregational Council**

Congregational Council is charged with overall long-term visioning for the church. Through a process that includes the congregation and the staff, it selects church-wide goals for the church. The members of the Council are at-large leaders of Foundry who do not represent constituencies or areas of the church but are responsible for the spiritual health and prophetic leadership of the church.

Congregational Council members as a group fulfill the duties of lay leader and lay members for the Annual Conference and support of the senior pastor-congregation relationship as stipulated in the United Methodist Church Book of Discipline. The Congregational Council conducts the annual evaluation of the senior pastor and of the church for the Baltimore Washington Conference.

Congregational Council has the responsibility of being aware of the congregation's needs and passions through means that it devises to collect and monitor such information. For example, it

might practice rounding, a method of being present at events like fellowship hours after worship and ministry team meetings in order to learn about the congregation's current joys and concerns. Like other councils, it twice yearly invites members of the congregation to a meeting at which it communicates its ideas and plans, gathers ideas from constituents, and brings together area council members and others who wish to communicate with them.

Through a well-publicized process, Congregational Council selects three to five central areas of focus for the church for the following three years. Each year the council revisits the areas to renew, modify, or discontinue them. Based on its continual building of self knowledge about policies and practices of other churches, needs of communities that Foundry serves, and needs and calls of Foundry members, the Council communicates these focuses to other councils for implementation through the councils' areas of responsibility. Focuses chosen by Congregational Council for the whole church must be broad enough to engage all area councils. Congregational Council focuses its assessment on the way that the entire church is making progress toward the central areas of focus.

For example, from the results of the first two planning processes, the Calling and Vision Planning Group identified five focus areas about which Foundry members care deeply. These are spiritual formation and discernment, connection of spirituality and social justice, deeper connections among disciples, nurturing and sustaining children and youth, and active engagement with Foundry's immediate neighborhood. See Appendix A for descriptions of each of the focus areas. Current elected church leaders and staff will generate three to five church-wide goals based on these focus areas for use by councils and ministry teams for 2009. These focus areas and goals will be revisited in 2009 by the Congregational Council as it determines a set of three year goals beginning with the new program cycle.

Because Congregational Council has responsibility for church-wide goals, it reviews the yearly budget from the Resource Council to assure that the budget supports church-wide goals. Congregational Council has the responsibility to ask the Resource Council to revise a budget that does not support the goals and to resubmit that revised budget to Congregational Council. Likewise, if major reallocations need to be made by Resource Council mid-year, the same process is in effect.

Congregational Council is responsible for active cultivation of a community that welcomes political, theological, cultural, sexual, and racial diversity. This diversity of community has been characterized as a "polyculture of the Spirit." As Bishop Desmond Tutu teaches a theology called ubuntu, which means roughly "I cannot be without you," he says: "In God's family, there can be no outsiders." Foundry' inclusiveness counts everyone as an insider. The Congregational Council is responsible for communicating this inclusiveness and other church-wide attributes to others outside Foundry through various means of communication.

### **Worship Council**

Worship Council is the visionary thinking body for worship at Foundry. It does strategic planning concerning all aspects of worship, including current services, potential services, elements of worship, and worship on recurring and one-time special occasions. Worship Council

supports the pastorate, which has ultimate responsibility for worship, through being well-informed about desires of the congregation; worship practices in other churches, especially of comparable size and location; and needs of those who prepare and carry out worship, including choirs, instrumentalists, liturgists, ushers, communion table and altar arrangers, communion servers, sound operators, and other volunteers and staff.

As Foundry members change in demographics and needs, Worship Council studies new and alternative worship experiences that serve those needs. For example, it may make post-worship calls to see what was most meaningful to worshippers and use surveys to ask about particular worship practices. It decides upon and brings to Connectional Table meetings well-researched and well-crafted recommendations for changes and for new opportunities.

Worship Council is responsible for the budget for worship, both submitting and administering the budget. It is responsible for assessing the impact of worship at Foundry through congregational and staff input. It is charged with supporting transcendent worship at Foundry.

### **Mission Council**

Mission Council is the visionary thinking body for mission at Foundry. It does strategic planning to provide needed ministry teams, coordinate work among ministry teams, and represent mission activities to the congregation and to the world. Mission Council continuously assesses the effectiveness of current ministry teams, welcomes proposals for new ministry teams, and coordinates mission work with other areas of the church.

Mission Council addresses such questions as “What is the spiritual basis for a particular mission of Foundry?” “What can Foundry learn from other churches and agencies about being effective in its ministry activities?” “Does Foundry have a balance between responding to current need and changing systems to alleviate the need?” and “How can Foundry collaborate with other churches and agencies to promote systemic change?” Mission Council leads Foundry in knowing why and how it engages through mission in developing disciples within the congregation and serving others beyond the church.

A particular charge to Mission Council is to support ministry teams that have sufficient rationale, participants, and budget to do what they propose. The Neighbors Study Planning Group advised that decisions about undertaking service activities should be based on established need and the conviction and passions of groups within Foundry who are willing to provide leadership for the activities. Mission Council may choose to use a current rubric for establishing and supporting ministry teams or may develop another rubric that is made available to all persons wishing to constitute a ministry team attached to Mission Council.

### **Discipleship Council**

Discipleship Council is the visionary thinking body for discipleship at Foundry. It aids Foundry members in identifying and using their gifts and talents as they respond to God’s call. Discipleship Council attends to the needs of Foundry constituents at different stages of their discipleship journey. The span of inquiring visitor, engaged constituent, active member,

committed disciple, and spiritual leader being considered in 2008 may help the council honor and support the needs of persons at various points in their faith development.

Discipleship Council does strategic planning for activities that help Foundry members develop their faith through challenging study. Constituents from young children through adults expand their understanding and deepen their faith by continuous learning about the Bible, about living out God's call, about conditions in the world that mandate action based on our beliefs, and about ways to do God's will in our lives. The Council explores effective educational practices for all ages at Foundry. It develops ways to recruit and train teachers for classes for children, youth, and adults. It prepares budget requests, allocates funds, and tracks the use of resources by ministry teams associated with the council.

Discipleship Council supports ministry teams in its areas of responsibility, creating, submitting, and administering resources. Nominations is a standing ministry team of the Discipline Council. The Council reallocates funds as numbers and needs of Foundry members change.

### **Fellowship Council**

Fellowship Council is the visionary thinking body for fellowship at Foundry. It does strategic planning about ways that Foundry members work together to create an engaged community. As members of a community Foundry members expect to give and to take from that community, accepting and providing care. Each Foundry member is responsible for engaging in activities that support other members, especially in times of joy and of sorrow.

*Christianity for the Rest of Us* states that "Nomadic spirituality, the sense of being alien strangers in a strange land, is almost a given of contemporary life." Foundry seeks to welcome those who are spiritual nomads through seeking and welcoming new members. Fellowship Council reaches out to potential constituents of Foundry through a variety of strategies. It studies the evangelism practices of other churches to learn new ways to invite in new members.

Communities are maintained and nourished through caring for current members. It has been said that numbers are information; caring is formation. Fellowship Council addresses the formative needs of members of all ages through specialized and intergenerational programming. It creates opportunities for all members to be part of small groups in which they are cared for and can care for others. It studies how to sustain and energize groups and supplies information to its ministry teams.

Fellowship Council assures that members and constituents are thanked for their contributions to the congregation. It is essential for leaders to express appreciation to people who do good work. Through contact with the congregation and reports from other councils, Fellowship Council identifies and contacts those whom Foundry is grateful to for leading in various aspects of congregational life.

Fellowship Council prepares and submits resource requests on behalf of ministry teams related to it. It allocates and reallocates funds according to the goals of the entire church and the needs of ministry teams. It assesses the impact of its use of resources.

## **Resources Council**

Resources Council is the visionary thinking body for resources at and for Foundry. It does strategic planning regarding Foundry's financial, human, and physical resources. Resources Council studies the practices of other churches to learn about personnel, budget, stewardship, and building policies from which Foundry can learn.

Resources Council members fulfill the duties and meet the requirements of trustees and staff-parish-relations listed in the United Methodist Book of Discipline. For example, three members, one of whom is a woman, represent the legal entity of Foundry, each serving as a class representing a given set of years, and elected at Charge Conference. The council delegates certain duties other than legal representation to its standing ministry teams, including building, finance and investments, stewardship, and personnel, which require members with particular kinds of expertise. Resources Council may have other ministry teams, long-standing or temporary for specific purposes such as conducting a capital campaign.

Resources Council allocates resources to councils based on church-wide goals and needs of the councils and their ministry teams as put forward by the councils. Before it is adopted, Resource Council's budget allocation is reviewed by the Congregational Council for consonance with currently adopted church-wide goals. Once the Congregational Council acknowledges that the budget is consonant with church-wide goals, Resources Council allocates monies to other councils who take authority of the monies until the next budget cycle. Resources Council reviews reports from councils to be familiar with decisions being made by the councils: if councils need help in resource matters, this council is available for help. If major mid-year resource reallocation is needed, Congregational Council again assures that decisions best serve church-wide goals.

## **Collaboration**

In this distributed leadership model, councils have both freedom and responsibility. To serve the whole church, councils collaborate through a number of mechanisms built into the interaction of councils. These mechanisms include checks and balances, a covenant relationship, and constitutive balance. Sequential decision-making is essential as we coordinate the important activities of goal setting, programming, budgeting, and stewardship.

### **Mechanisms for Effective Interaction**

#### **Collaborative Relationship**

The Councils uphold their responsibility to one another through collaborative relationship. For example, when Congregational Council communicates a church-wide goal derived from study of the congregation and needs of the world, the other councils agree to address this goal in their area. Discipleship Council might in turn proffer that more resources are needed to address that goal within Discipleship. Resources Council, responsible to its fellow councils to provide resources to meet goals, then works to provide the needed resources while remaining faithful to the balance of resources toward church-wide goals. In this way, the councils commit to one

another, each playing unique and necessary roles in addressing church-wide goals and balancing one another in decision-making.

### **Checks and Balances**

Three checks and balances are incorporated in the process. (1) At Connectional Table meetings major decisions are publicly presented and discussed. (2) Each council has a different mission, that is each council is called to dream and lead about a different aspect of Foundry life. Councils have the freedom and authority to make decisions for their areas in alignment with goals of the whole church and available resources. (3) Councils are interdependent for some decision-making. Councils provide guidance for other councils or make requests for specific areas or topics. For example, Fellowship Council may provide strategies for welcoming new ministry teams, Worship Council may suggest coordination of council worship with Sunday morning worship, or Discipleship Council may ask for help in locating teachers for educational classes. In this way, the councils operate like other interdependent agencies. For example, among Federal agencies, one agency may guide purchasing decision making for others, another agency may provide guidelines for safety and occupational health-related decisions, and yet another suggest resources to best protect the environment. Although councils have individual authority, they bring expertise from their own area to other areas that may need it.

Although councils commit to effective communication practices and well understood church-wide goals, need for negotiation between or among councils may arise. Councils agree to a process that brings initiatives or decisions that need to be negotiated first to Resources Council if they involve financial consideration and second to Congregational Council regarding church-wide goals. In cases of dispute between councils Congregational Council has the final responsibility to prioritize ways that Foundry progresses toward its goals.

### **Constitutive Balance**

Congregational Council is comprised of leaders who do not represent specific constituencies and who represent goals for the entire church derived from congregational needs and desires. Other councils have specialized areas of concern which they concentrate on and espouse with other councils. The goals of the church as a whole and the goals within certain areas have a balanced representation at Charge Conference.

### **Sequential Decision Making**

Sequential decision-making is essential in an organization of councils. Councils making decisions do so in light of this sequential decision-making. Working proactively to coordinate efforts and to trust one another's decisions and compliance with timelines is part of the covenant among councils.

A timeline for interdependent decision-making among the councils is essential. Although one possible timeline for a year of decision-making is presented here, the Transition Team and the newly-appointed councils will work on transition moves from the past sequencing of goal setting, programming, budget, and stewardship to a new sequence to be instituted in 2009 and

2010. The new sequence will be considered and decided on by councils and the Connectional Table during 2009.

A new sequence of interactive decision making among councils as envisioned in the proposed timeline below entails the following changes: (1) establishing and implementing church-wide goals, (2) institution of a Connectional Table, (3) the timing of the stewardship campaign, (4) establishment of a simultaneous fiscal year and programming year, and (5) changed timing of the installation of new leaders.

(1) Establishing and implementing church-wide goals

Congregational Council must do its research and establish focus areas in time for councils to include implementation of the focus areas in their program and budget plans. Every council is responsible for contributing to the implementation of the church-wide goals.

(2) Institution of the Connectional Table

In the past at Foundry, Church Council and Operations Coordinating Committee/Finance Committee saw a proposal at the meeting before it was voted on to give time for digestion and reflection. This Foundry tradition of careful reflection before decision making is retained in the timeline proposed below.

In this example of an annual cycle, three Connectional Table meetings, one each in winter, spring, and fall, allow for the most important voting issues to be seen within four months of a vote. Each Connectional Table meeting has a different agenda tied to important decisions needed in a logical sequence. For instance, the winter meeting involves the presentation of the budget and votes on council members and the stewardship plan. The spring conference handles the vote on the budget. The fall conference handles the presentation of leaders and the stewardship plan – which will be voted on at the next winter conference.

(3) Timing of stewardship campaign

The stewardship campaign is set for the time between Easter and Mother's Day each year. This timing shortens the campaign to between six weeks and ten weeks. According to research, shorter fundraising campaigns with known starting and end dates are more successful than open-ended campaigns. Also, church attendance often rises around Easter and Mother's Day, so that the campaign at this time can take advantage of the "rise in tide."

(4) Simultaneous fiscal and program year

The fiscal year and the program year are aligned. Many church activities, such as classes, choirs, programs, and mission activities, follow a program year from September to May. By moving to a September to September basis, we may be able to better track and forecast expenditures for programming. Internal reallocations by councils dependent on changes in program needs are also easier to implement.

(5) Timing of installation of new leaders

Installation of new leaders in March allows them a longer period to look over proposed budgets and prior spending before receiving a new budget. This new schedule gives newly installed leaders five months to interact with their current budget before a new one takes over. This schedule also gives leaders almost a full year (from March) to project what resources they will request at the budget presentation the following January.

**Example in Action**

An example of this sequenced decision making is below. To apply a specific instance to the timeline, consider the earlier instance of councils working on the goal of increasing involvement of children. If this goal is shared in June, the councils have six months to decide which programming they will do toward the goal and which resources, if any, will be needed to work toward that goal before presenting needs at the winter Connectional Table meeting in January. Then, once the budget is fixed in June, the Councils have three months to decide how to best use resources in planning for the program year and fiscal year, which starts in September.

	Charge Conference	Strategic Planning	Stewardship	Budget/Finance	Lay Leadership
Jan.	Winter Connectional Table		Vote on Plan	Budget Presented	Leaders Voted On
Feb.					
Mar.			Stewardship (begin Easter)		Leaders Installed
Apr.			Stewardship		
May			Stewardship (end Mother's Day)		
June	Spring Connectional Table		Goals Presented		Budget Vote
July					
Aug.					
Sept.	Fall Connectional Table		Plan Presented	Fiscal Year (Begin/End)	Leaders Presented
Oct.					
Nov.					
Dec.					

Collaboration built on trust and on councils in covenant relationship is essential in establishing a yearly sequence that best coordinates work across the church. During 2009 councils will consider the best ways and timing for establishing effective collaborative and coordination.

## **Communication**

Effective communication is essential within a large church like Foundry. Individuals need to communicate in loving ways, and infrastructure, practices, and policies need to be implemented to enable timely and full communication among groups within the church. In addition, Foundry needs a coordinated way to communicate with those outside the church.

### **Principles of Communication in a Christian Community**

Process for generating principles of communication in a Christian community

Open, healthy communication is a key to developing and continuously renewing a strong faith community that collaborates and cares for one another. To move to open and healthy communication practices, Foundry members have considered Biblical guidelines for communication in order to develop consensus about foundational principles for communication within our church community.

Interactive Bible study exercises that centered on five Scripture passages--Matthew 18: 15-17; I Corinthians 14:26-33; Ephesians 4:29-31; Ephesians 5:4; and Colossians 3: 16-17--were part of Foundry's Leaders Retreat in March 2008 and the basis for two congregational sessions in April 2008. A total of approximately eighty Foundry members and attendees participated in the Leaders Retreat and congregational sessions. In addition, other Foundry members participated in the exercise at meetings of OCC/Finance, a Christcare group meeting, and Church Council.

Congregational sessions began with reading Matthew 18:15-17 from *The Message*, a skit by senior high youth based on this Scripture, and large group identification of meaningful words or phrases from the scripture. Small groups each discussed a different scriptural passage and past situations to which the scripture could apply. Participants then generated principles of communication to which they could personally commit and which would be helpful to implement at Foundry. Each group submitted a principle of Christian communication, principles used as a basis for the following set of Principles of Communication in a Christian Community.

## **The Principles**

As members of a Christian community recognizing our responsibility to be Christ's representatives in and to the world, we will

- affirm and edify each other in our conversations and written words, seeking to make our words to one another gifts fit for God and to receive the words of others as gifts,
- center ourselves by seeking the Holy Spirit's presence among us through Biblically-based study and prayer at every gathering at Foundry,
- take time to listen deeply in order to understand real issues among us, and create space for all in our community to speak their truth in love, and to feel heard,
- acknowledge that our words have power to hurt or to heal, and pledge to be gentle with one another, choosing to heal and build up our community in covenant with God and each other, and
- cultivate thankfulness.

By conscientiously implementing these principles in our communications with each other and about our church, we can strengthen and renew trust among ourselves and can develop effective communication channels and styles so that we can hear and respond to God's call for our community.

## **Communication Infrastructure, Practices, and Policies**

### **Communication Practices in Organizational Structure**

Gathering information about Foundry's existing formal and informal communication structures, Calling and Vision Planning Group members met with existing church committees and groups to examine these groups' means of communicating their work to other groups and to the congregation. In addition, the Planning Group conducted a survey of Foundry members. As a result of information gathered, communication channels are built into every aspect of the organizational structure. The following elements are integral aspects of that structure.

- 1) All councils meet concurrently on the same evening once a month. After a short common time for fellowship and dealing with issues common to all councils, each council meets separately. In some instances councils may spend part of their time meeting with another council around a common purpose.
- 2) Each council has two members whose major responsibility is to communicate with its council's ministry teams, with the other councils, and with the congregation. The

responsibilities of these communication coordinators are described under the section on councils in this report.

Each council's communication coordinators provide a monthly report to other councils to better coordinate, align, and support the efforts of the councils and their ministry teams. The Congregational Council is responsible for using these reports at Connectional Table meetings.

(3) Members of the Foundry congregation need clear and open channels for communication with each other, the councils, and the staff. Each council hosts an open meeting with Foundry members twice a year. The six councils do a coordinated schedule so that one open meeting for the congregation is scheduled for each month of the year.

For those and other meetings, Foundry members can benefit from the "Guidelines for Holy Conferencing-What God Expects of Us" adopted by the 2008 General Conference of the United Methodist Church and printed in the April 2008 *Foundry Forge*. The set of ten principles focuses on respect, civility, and mutual understanding, as well as ensuring that diverse voices are heard during meetings.

- Every child is a child of God. Always speak respectfully. One can disagree without being disagreeable.
- As you patiently listen and observe the behavior of others, be open to the possibility that God can change the views of any or all parties in the discussion.
- Listen patiently before formulating responses.
- Strive to understand the experience out of which others have arrived at their views.
- Be careful in how you express personal offense at differing opinions. Otherwise dialogue may be inhibited.
- Accurately reflect the views of others when speaking. This is especially important when you disagree with that position.
- Avoid using inflammatory words, derogatory names, or an excited and angry voice.
- Avoid making generalizations about individuals and groups. Make your point with specific evidence and examples.
- Make use of facilitators and mediators.
- Remember that people are defined, ultimately, by their relationship with God—not by the flaws we discover, or think we discover, in their views and actions.

### **Aspirations for the Future**

As Principles for Communication in a Christian Community and infrastructural and policy support for effective communication are implemented, we envision deepened and broadened communication at Foundry. The following is an aspirational statement of hopes for Foundry Church:

- As we enter into a time of change and seek to answer God’s call together, we will be guided by the communication principles developed by Foundry’s community and rooted in scripture;
- As we restructure the means through which we govern ourselves, we will become better able to explain Foundry’s structure and to assist all members of the congregation in becoming and remaining engaged and involved disciples.
- As the councils regularly convene, talk, and share information and ideas, Foundry will enjoy more coordinated and enriched community, ministry, outreach, and service.
- As Foundry focuses on becoming a church with open channels of communication, we will be able to identify issues more readily and work together toward collective solutions, and as new channels for communication and exchange of information develop and increase, the need for gossip will diminish as members of the congregation gain access to the information about which they are concerned;
- As we communicate with one another in love, we will get to know each other better, establish and deepen our trust in each other, and be empowered to care for one another more deeply as brothers and sisters in Christ. We will, therefore, celebrate joys and share in sadness more fully as a faith community.

### **Transition-July 2008-December 2008**

Participants in the development of these changes for Foundry emphasized again and again the need for work on transition from current to new structures and practices. Advice included statements like the following: (1) “Educate the congregation: this is a culture change.” (2) “Empowerment has to be an intentional goal: people need to know that it’s okay to make decisions.” (3) “Emphasize constant education and training for all councils!” (4) “Use covenants with other councils.” (5) “Building relationships is crucial.” and (6) “Leadership development is so important.” In other words, the transition from one way of operating to another takes intentional transition planning and strategies.

### **Features of Transition**

In *Our Iceberg is Melting*, author John Kotter emphasizes the need to “remove as many barriers as possible so that those who want to make a vision a reality can do so.” The transition process has as its goal smoothing the path for Foundry leaders and members who will make Foundry’s new organization, coordination, and communication a reality.

Achieving a balance between old and new practices is Foundry’s challenge for the near future. At the 2008 Leaders Retreat Paul Nixon reminded us that during change we must “work hard to continue doing old things with excellence.” New practices and structures will not all be enacted at once, so we need to assure that what we do is healthy and

productive during the transition. In a recent issue the *Methodist Connection* put the same point another way: Change requires “a sense of hope and sustained attention to issues over time, a sense of continuity with the past.”

In *Leading Change in the Congregation: Spiritual and Organizational Tools for Leaders*, Gil Rendle counsels us that

To be a leader in a situation of deep change is to hold the people in the chaos or the wilderness long enough for transformation to take place. The position of leaders is to help people confront their pain, disappointments, and anxieties without diminishing them but also without being overwhelmed by them. It is to help people dream dreams of alternate possibilities that provide direction and energy. It is to help people escape boxes of their assumptions and learned behavior so that deep change is not subverted by old rules. And, perhaps most importantly, it is to help hold people in the wilderness of their experience of not knowing what comes next until it comes.

In a chapter on discernment in *Christianity for the Rest of Us*, the author states that “discernment requires that we pay attention—it is about feeling texture, assessing weight, watching the plumb line, listening for overtures, searching for shards, feeling the quickening, surrendering to love. You have to pay attention when you are not entirely sure where you are going. Discernment points the way and becomes the way.”

Bishop John Schol recounts three ways of being that Jesus modeled during the disruption that is part of the discernment and change process. During change, leaders honor, disrupt, and align. Transitions are part of disruption because they signal changes that need to be made to enact God’s will. Jesus modeled being spiritual, being focused, and being persistent. Just as Jesus immersed himself in prayer, study, and the scriptures, leaders need to keep centered through prayer and scriptures so that they are not sidetracked by those reluctant to change or who attack those who bring change. Just as Jesus focused everything on the kingdom of God, leaders need to stay focused on the vision that will be supported by the changes. Just as Jesus never gave up, saying “I must be about my Father’s business,” leaders need to “be determined to achieve the vision, ask the hard questions and create the new ministries that keep us faithful with the Gospel.”

### **Proposed Timeline for Transition**

June 2008	Affirmation by the Church Council to implement the report Appointment of the Transition Team coordinated by Elder Wellborn, associate chair of Church Council Collection of nominations for members of councils Meeting with the District Superintendent
July 2008	Development of plan for communicating with the congregation Setting 2009 goals based on focus areas in report Recruitment of members of councils

August 2008	<ul style="list-style-type: none"> <li>Planning fall retreat for council members</li> <li>Reporting to Church Council</li> <li>Setting 2009 goals based on focus areas in report</li> <li>Recruitment of members of councils</li> <li>Planning fall retreat for council members</li> </ul>
September 2008	<ul style="list-style-type: none"> <li>Reporting to Church Council</li> <li>Communication with congregation</li> <li>Recruitment of members of councils</li> <li>Charge Conference to vote on council members</li> <li>Preparatory materials distributed to new council members</li> <li>Planning fall retreat for council members</li> <li>Planning leadership development sessions for council members by role</li> </ul>
October 2008	<ul style="list-style-type: none"> <li>Reporting to Church Council</li> <li>Communication with congregation</li> <li>Fall retreat for council members</li> </ul>
November 2008	<ul style="list-style-type: none"> <li>Reporting to Church Council</li> <li>Communication with congregation</li> <li>First meeting of new councils, before their responsibilities begin</li> <li>Leadership development sessions for council members by role</li> </ul>
December 2008	<ul style="list-style-type: none"> <li>Reporting to Church Council</li> <li>Communication with congregation</li> <li>Continuing orientation to council responsibilities and roles</li> <li>Reporting to Church Council</li> </ul>

The descriptions and guidelines in this report hold for the first three years of Foundry's new organizational life. Each council will evaluate its operating process during this period and report to other councils with the Congregational Council reporting at Connectional Table meetings. Having worked with other councils on any proposed changes, the Congregational Council is charged to propose needed major changes to this organizational structure to a Connectional Table meeting at the end of the first three years of the new governance structure (January 2009-December 2011).

### **Conclusion**

*Christianity of the Rest of Us* reminds us that “the whole message of the Christian scripture is based in the idea of metanoia, the change of heart that happens when we meet God face-to-face.” Jesus asks all of us to change. As Foundry enacts changes in its organization, coordination, and communication in order to serve the God who calls us, we can become even more fully what author Diana Butler Bass calls “a pilgrim community embarked on a journey of rediscovering Christianity.” Such communities embody “courage, creativity, imagination, and risk.” Their vitality depends on their being changed and changing the hearts of others to open them to God’s call.

## Appendix A

### Evidence for Statement of Call from Planning Reports

#### Deepen faith through transcendent worship and challenging study

- Sunday morning worship is pivotal in the lives of Foundry members.
- Members find that ceremonies, rituals, retreats, and special events provide occasions for caring and building connections.
- Through provocative sermons and sustained study and reflection, members are inspired and challenged to engage difficult and complex topics.
- The most important aspect of the music ministry is the way that it supports the liturgy and works together with the sermon and other aspects of the service to deliver a cohesive experience.
- Music is an integral part of the worship service that “ushers us into the presence of God.” This is one definition of *transcendent* worship.
- Church music should help people feel closer to God.
- Music that touches the soul of the worshipper engages us fully in worship.

#### Create engaged community through inclusion and caring

- New people feel embraced and welcomed at Foundry
- Members value that Foundry affirms that all people are equal in the eyes of God.
- Members own the care of one another.
- Foundry should welcome and be more actively engaged with individuals and groups who have limited connections within the church.
- Foundry should deepen its existing relationships and expand the types of services currently being provided.

#### Transform the world through active service and prophetic leadership

- Members act publicly and proactively regarding critical, controversial issues.
- Members value taking personal actions and supporting the actions of others that make a difference for real people.
- Foundry strongly supports being in relationship with people whom it serves.
- Foundry should be more visible and interactive with people in Foundry’s neighborhood.
- Foundry should use its prophetic voice and power to encourage actions leading to social justice. At the 2008 General Conference of the United Methodist Church the words “for the transformation of the world” were added to the Church’s mission statement after “making disciples of Jesus Christ.” We become disciples not just for our own benefit but for the purpose of changing the world.

## **Appendix B**

### **Existing Committees' Affiliations in the New Organizational Structure**

To begin the process of determining its ministry teams, each council will study the current Foundry groups that fit in its purview. Each council will ask current groups to follow a process to be part of the council's ministry teams by doing the description listed in the report.

Through analysis of the current lay leadership structure, the groups supported in the current Foundry budget, and *All Things Foundry*, the following groups are identified as being potential ministry teams for the following councils. Although not all groups will continue as a result of the new governance structure, groups are welcome to constitute as ministry teams with a council, either the one under which they are listed or another if the groups so choose, by following the stipulated process. These groups and programs are those active as of May 2008.

Groups or programs associated with the Connectional Table:

Charge Conference

Groups or programs associated with the Congregational Conference:

Church Council, OCC, Lay Leader, Lay members of Annual Conference, History and Archives

Groups or programs associated with the Worship Council:

Worship Committee, Spiritual Life Committee, choirs, communion, Visuals Committee, Lenten devotional, baptisms, weddings, funerals, greeters and ushers, Altar Guild, lectors, stewards, and service leaders

Groups or programs associated with the Mission Council include:

Concert for Life, Walk-in Mission, Hunger Mission, Prison Ministry, Africa University, Mustard Seed Mission, Day Laborers, Peace with Justice, AIDS Cooking, Volunteers in Mission, ESL, WIN, Green Mission, Sandwich 500

Groups or programs associated with the Discipleship Council include:

Lay Leadership Committee, Christian Education Committee, Vacation Bible School, Confirmation mentors, Film series, Children's Choir, Bible studies, Children's education classes, nursery, Scholarships Committee, Youth education, Sunday School teachers, special lectures, Adult education classes, Junior/Senior High fellowships

Groups or programs associated with Fellowship Council include:

Community life, Pre-Cana program, Communications Committee, 20/30s, Discipleship groups, Cancer support group, GLBT, Parish Visitation Program, Christ Care groups, Family ministry, Committee on Race and Religion, Care ministry, Evangelism Committee, Intergenerational events

Groups or programs associated with Resources Council include:

Finance Committee, Trustees, Stewardship Committee, SPRC

Any existing groups inadvertently omitted from this list are encouraged to affiliate with a council as a ministry team through the process listed in the report.

## Appendix C

### Focuses for 2009

*Spiritual formation and discernment* – Our personal and collective spiritual journeys influence how we experience God and work to serve others in the world. Each of us has been given certain gifts of the Spirit which can guide our paths and help us to guide others. We know that, as sometimes our spirits will soar in worship or service, sometimes we will sit by the still waters in reflection and study. Because spiritual insight and wisdom comes from unexpected places, we are prepared to listen!

*Connection of spirituality and social justice* – Foundry members believe that “all people are equal in the eyes of God.” Members advocate and “act publicly and proactively” to “make a difference for real people.” Whether in our own neighborhood or across the world, the Foundry community not only wants to reach out to those in need, but feels a spiritual calling to “provide a prophetic voice” in both our advocacy and our actions. In particular, we attach importance to understanding and actively addressing the root causes of poverty and injustice.

*Deepening connections among disciples* -- As Methodist Christians, we strive not for constant agreement or consensus but, with full appreciation of our differences, for reconciliation to one another in Christ. We strive to be continually perfected in love through regular interaction and sharing of ourselves in community. We seek to “knit up” our friendships in Christ so that activities of daily living, like meals and conversations, generate a communal life that is a sacramental witness to the breath, length, height, and depth of God’s love. Through caring, helping, and giving, first to one another and then in the world, we become true disciples.

*Nurturing and sustaining children and youth* – Children and youth are a vital part of our congregation to whom we look for inspiration and energy. We cherish each person’s baptism that begins a lifetime of care in our church. In worship, we nurture our young people and are nurtured by their participation and leadership. Because fellowship and questions form the basis of a life in Christ, we study with our young people and encourage their leadership. As we nurture and sustain our children and youth, we learn from them as much as they learn from us.

*Active engagement with our immediate neighborhood* - A changing neighborhood demands new connections. Homeless people on Foundry’s steps, single people and young families moving in, nearby churches and businesses, day laborers seeking work, and the diversity evident in demographical data all call for innovative outreach, welcoming, and service.

## Appendix D

### Scriptures Used in Discernment about Communication

(1) Matthew 18: 15-17: If a fellow believer hurts you, go and tell him—work it out between the two of you. If he listens, you've made a friend. If he won't listen, take one or two others along so that the presence of witnesses will keep things honest, and try again. If he still won't listen, tell the church. If he won't listen to the church, you'll have to start over from scratch, confront him with the need for repentance, and offer again God's forgiving love. [The Message]

(2) I Corinthians 14:26: What then, brethren? When you come together, each one has a hymn, a lesson, a revelation, a tongue or an interpretation. Let all things be done for edification. [RSV]

I Corinthians 14:26-33: So here's what I want you to do. When you gather for worship, each one of you be prepared with something that will be useful for all: Sing a hymn, teach a lesson, tell a story, lead a prayer, provide an insight. . . . And no more than two or three speakers at a meeting, with the rest of you listening and taking it to heart. Take your turn, no one person taking over. Then each speaker gets a chance to say something special from God, and you all learn from each other. If you choose to speak, you're also responsible for how and when you speak. When we worship the right way, God doesn't stir us up into confusion; he brings us into harmony. This goes for all the churches—no exceptions. [The Message]

(3) Ephesians 4:29-31: Let no evil talk come out of your mouths, *but only such as is good for edifying, as fits the occasion*, that it may impart grace to those who hear. : Let all bitterness and wrath and anger and clamor and slander be put away from you, and all malice . . . [RSV]

Watch the way you talk. Let nothing foul or dirty come out of your mouth. Say only what helps, each word a gift. Don't grieve God. Don't break his heart. His Holy Spirit, moving and breathing in you, is the most intimate part of your life, making you fit for himself. Don't take such a gift for granted. Make a clean break with all cutting, backbiting, profane talk. Be gentle with one another, sensitive. Forgive one another as quickly and thoroughly as God in Christ forgave you. [The Message]

4) Ephesians 5:4: Let there be no filthiness, nor silly talk, nor levity, which are not fitting, but instead, let there be thanksgiving. [RSV]

Don't allow love to turn into lust, setting off a downhill slide into sexual promiscuity, filthy practices, or bullying greed. Though some tongues just love the taste of gossip, those who follow Jesus have better uses for language than that. Don't talk dirty or silly. That kind of talk doesn't fit our style. Thanksgiving is our dialect. [The Message]

(5) Colossians 3: 16-17: Let the word of Christ dwell in you richly, as you teach and admonish one another in all wisdom, and as you sing psalms and hymns and spiritual songs with thankfulness in your hearts to God. And whatever you do, in word or deed, do everything in the name of the Lord Jesus, giving thanks to God the Father through Him. [RSV]

Let the peace of Christ keep you in tune with each other, in step with each other. None of this going off and doing your own thing. And cultivate thankfulness. Let the Word of Christ—the Message—have the run of the house. Give it plenty of room in your lives. Instruct and direct one another using good common sense. And sing, sing your hearts out to God! Let every detail in your lives—words, actions, whatever—be done in the name of the Master, Jesus, thanking God the Father every step of the way. [The Message]

## Appendix E

### Publications used by Planning Groups

Bass, Diana Butler. (2006) *Christianity for the Rest of Us: How the Neighborhood Church is Transforming the Faith*. San Francisco, CA: Harper Collins Press.

Branson, Mark Lau. *Memories, Hopes, and Conversations: Appreciative Inquiry and Congregational Change*.

Hammond, Sue Annis. *Appreciative Inquiry*.

Johasson, Stefan M. (2003) *The Size and Shape of Governance*. Essay available to congregations and other religious organizations.

Kotter, John. *Our Iceberg is Melting*.

Neighbors Planning Study Group. (February 16, 2007) "Congregational Gatherings Report." Washington, DC: Foundry United Methodist Church.

Neighbors Planning Study Group. (February 16, 2007). "Relational Conversations Report." Washington, DC: Foundry United Methodist Church.

Planning Study Group. (March 2006). "Foundry United Methodist Church Planning Study Group Report." Washington, DC: Foundry United Methodist Church.

Rendle, Gil R. "Leading Change in the Congregation: Spiritual and Organizational Tools for Leaders." Washington, DC: Alban Institute.

Rendle, Gil and Alice Mann. ((2003) *Holy Conversations: Strategic Planning as a Spiritual Practice for Congregations*. Washington, DC: Alban Institute.

Schol, John R. "Be adventurous—cause some disruption." *Interpreter*. March-April 2007: 15.

Studer, Quint. (2008) *Results That Last*. Hoboken, NJ: John Wiley & Sons, Inc.