Stephen Trowen Nagbe United Methodist Church
Distant Members Fellowship

Strategic Plan

2025-2027

Strategic Plan Background

The Liberian economy, severely impacted by the 2014 Ebola outbreak and the 2021 COVID-19 pandemic, has faced additional challenges due to the ongoing Russia-Ukraine conflict. This global instability has affected small developing nations like Liberia, necessitating the intervention of organizations like S.T. Nagbe UMC Distant Members Fellowship to bridge the gap.

In this context, the S. T. Nagbe UMC, like other Christian churches and institutions, can no longer rely solely on tithes and offerings to sustain its ministries. To address this challenge, the S. T. Nagbe Distant Member Fellowship (DMF) has developed this strategic plan to explore diverse revenue streams and support the local church and its outreach/mission endeavors.

Each goal is a comprehensive, high-level description that serves as the foundation for our strategic objectives. The framework is structured as follows:

- Goals: Broad, overarching descriptions outlining our desired outcomes.
- Objectives: Specific, measurable, achievable, relevant, and time-bound (SMART) statements aligning with each goal.

- Programs/Ministries: Targeted initiatives and activities designed to achieve each objective, ultimately supporting the sustainability efforts of the local church and its outreach/mission endeavors.

This framework ensures a cohesive and strategic approach to achieving our objectives, driving long-term sustainability and growth for our local church and its ministries.

The Local Church

The Stephen Trowen Nagbe United Methodist Church (S.T.N. UMC) is a local church within the Monrovia District Conference of the Liberia Annual Conference. The church is named in honor of Bishop Stephen Trowen Nagbe, the conference's first indigenous bishop, who was elected and consecrated in 1965.

Bishop Nagbe faithfully served the church until his passing in 1973, leaving a legacy in the lives of the Liberians and the United Methodist Church.

The Stephen Trowen Nagbe United Methodist Church was formally established on March 19, 1967. Its humble beginnings date back to a Sunday school and Bible Study group held at the Sinkor Public School, now renamed the Joseph Jenkins Roberts United Methodist School, located at the intersection of 12th Street and Coleman Avenue.

As the congregation grew, the group transitioned into regular worship services, eventually expanding to encompass the majority of the Kru and Bassa parishes. These parishes were subsequently consolidated into the Sinkor Parish, with the church serving as a spiritual hub for the community.

S.T. Nagbe United Methodist Church is one of the fastest-growing churches within the Liberia Annual Conference, boasting a membership of over 2,700 individuals. The church holds two Sunday worship services, at 9:00 am and 11:00 am.

As a mission-focused church, S.T. Nagbe UMC is dedicated to ministering to the community, embracing all individuals regardless of their background, ethnicity, or social status. The church's outreach initiatives includes hospitals, prisons, and street ministries, providing comfort to the physically challenged, persons with disabilities, and those in need.

In obedience to the "Word" to bear fruit, S.T. Nagbe UMC has successfully established two new preaching points:

- Gborgbor Town Preaching Point: Located in Todee District, Bong Margibi County. This preaching point has grown into a fully functioning congregation and has been assigned to the Weala District Conference of the United Methodist Church. Evangelist David Garmonyu was the first assigned local pastor.

- Omega United Methodist Church: Established through collaboration with the S.T. Nagbe UMC. This church is located within the Omega Community and has grown into a thriving congregation, providing ministries to the local community.

The Distant Members Fellowship

The concept of forming the Distant Members' Fellowship of the S.T. Nagbe United Methodist Church was conceived in 2003, when a group of dedicated members came together in fellowship and recognized the need for a unified organization.

Informal discussions among members, who would occasionally meet at various events, laid the groundwork for the fellowship. In 2004, these discussions evolved into concrete actions, culminating in a teleconference that marked a significant milestone in the organization's development.

Following several teleconferences, the Distant Members' Fellowship was formally incorporated in the State of Maryland. The inaugural convention, dubbed the "S.T. Nagbe UMC Gathering 2005," took place from September 2-4, 2005, at St. Matthews United Methodist Church in Maryland.

PREAMBLE

We, the distant members of the Stephen Trowen Nagbe United Methodist Church (also referred to as S.T. Nagbe UMC) of the Liberia Annual Conference, concerned with the growth and development of S.T. Nagbe UMC within the Liberia Annual Conference do hereby constitute ourselves into an organized body to be known as the Stephen Trowen Nagbe United Methodist Church Distant Members Fellowship, Inc. (hereinafter referred to as the "Fellowship"). The S.T. Nagbe United Methodist Church Distant Members Fellowship shall be a nonprofit, nonpolitical, religious, and charitable organization of Christian believers and individuals who are interested and desire to join the discipleship of Jesus Christ.

The Fellowship desires to coordinate with the S.T. Nagbe United Methodist Church in Liberia and other organizations to achieve the following:

A. Reconfirm, reaffirm, and renew our covenant to faithfully participate in the ministries of the church by our presence, our prayers, our gifts, our service and our witness.
B. Promote and encourage Christian values amongst members.
C. Strengthen the church's capacity to win souls to Christ.

D. Engage in activities and programs that will promote growth and development amongst members within the Church; and

E. Rely on the divine guidance of God through Scripture, Tradition, Reason, and Experience for our existence in the United States and other parts of the world.

The theme of the fellowship is "Growing Together in Christ."

The vision of the Fellowship

The S.T. Nagbe United Methodist Church Distant Members Fellowship envisions a dynamic and supportive group that:

- Provides sustainable support to the local church, fostering its growth and vitality.
- Offers assistance to members in need, promoting a culture of care and compassion.
- Facilitates Christian discipleship among its members, nurturing spiritual growth and development.

Through this vision, the Fellowship aims to make a meaningful impact on the lives of its members, the local church, and the broader community.

Goal 1: Supporting the Multi-Purpose Building Project

To provide operational support and financial planning expertise, enabling the church to generate funds required to complete the first floor of the multi-purpose building.

- o **Objective 1**: Establish sustainable Funding Streams.

    Identify and develop long-term, reliable sources of income to support the church's financial stability and growth.

- o **Objective 2**: Expanding Donor Base

Identify, cultivate, and acquire new donors to strengthen the fellowship's financial capacity, ultimately supporting the completion of the first floor of the Multi-Purpose Building.

- **Objective 3**: Securing Annual Commitments

  Identify and engage individuals willing to make annual financial commitments to support the local church and the fellowship, ensuring a stable and predictable source of funding.

Goal 2: Empowering Ministries and Programs

To support and enhance the church's ministries and programs focused on development, evangelism, discipleship, and sustainability, ultimately fostering spiritual growth, community engagement, and long-term viability.

- **Objective 1**: Nurture Spiritual and Social Well-being

  Uphold and strengthen social and spiritual programs that cater to the diverse needs of members, fostering a supportive community that promotes spiritual growth, emotional well-being, and holistic development.

Program 1: Virtual Worship Experience

Live-stream worship services through Zoom or a compatible platform, ensuring members near and far can participate and connect with the church community.

Program 2: Spiritual Resource Support

Provide Bibles and other spiritual resources to support the church's evangelistic and discipleship ministries, empowering members to deepen their faith.

Program 3: Graduation Celebration

Celebrate the academic achievements of church members through a special graduation recognition program, acknowledging their hard work and dedication.

Program 4: Backpack Support Initiative

Provide backpacks and essential school supplies to students from elementary to high school at the start of the school year, helping to alleviate financial burdens and promote academic success.

Program 5: Health Kit Outreach

Ship health kits, including essential hygiene products, to support the health and well-being of youth, particularly female students, in the community.

Program 6: Empowerment Through Mentorship

Establish a structured mentorship program that pairs experienced and trained mentors with individuals seeking guidance, support, and spiritual growth. This program aims to foster meaningful relationships, provide valuable life skills, and promote personal and spiritual development.

ACTION PLAN

This **Action Plan** defines the specific actions, tasks, resources, and timelines required to achieve the goals and objectives set forth in the

strategic plan. It serves as a roadmap for implementation, ensuring that the strategy is translated into actionable steps.

Strategic Goal 1: Supporting the Multi-Purpose Building Project

To provide operational support and financial planning expertise, enabling the church to generate funds required to complete the first floor of the multi-purpose building.

Action Plan:

Objective	Action	Responsible Party	Timeline	Resources Needed	Success Metrix	Status
Objective 1 Establish Sustainable Funding Streams	Develop long-term, reliable sources of Income	Executive Leadership Team	Q1 – Q2 2025		3 on-going income generating activities by 2nd Quarter	Not started
Objective 2 Expand Donor Base	Identify, Cultivate, and Acquire New Donors	Financial Committee or Team	Q1 – Q4 2025		3 Sustained Donors by end of 2025	
Objective 3 Secure Annual Commitments	Identify and engage individuals willing to make annual financial commitments	Financial Committee or Team	Q1 – Q4 2025		10 annual financial commitments by the end of Q4	

Strategic Goal 2: Empowering Ministries and Programs

To support and enhance the church's ministries and programs focused on development, evangelism, discipleship, and sustainability, ultimately fostering spiritual growth, community engagement, and long-term viability.

Objective: Nurture Spiritual and Social Well-being - Uphold and strengthen social and spiritual programs that cater to the diverse needs

of members, fostering a supportive community that promotes spiritual growth, emotional well-being, and holistic development.

Action Plan:

Objective	Action	Responsible Party	Timeline	Resources Needed	Success Metric	Status
Program 1 Virtual Worship Experience	Live-stream worship services through Zoom or a compatible platform	Communication or IT Team	Q1 – Q2 2025	$ Equipment, technical knowledge and volunteers	Live streaming of worship service at least every First Sunday	Not started
Program 2 Spiritual Resource Support	Provide Bibles and other spiritual resources	Executive Leadership Team or Program Committee	Q1 – Q4 2025	$ Solicited donations	At least 300 bibles delivered along with other spiritual materials	
Program 3 Graduation Celebration	Celebrate the academic achievements of church members	Program Committee	Q3 2025	$	50-100 students celebrated at end of academic year	
Program 4 Backpack Support Initiative	Provide backpacks and essential school supplies to students	Executive Leadership and Program Committee	By end of 3rd Quarter of 2025	$	1 distribution of 500 backpacks and school supplies by end of 2025	
Program 5 Health Kit Outreach	Ship health kits, including essential hygiene products	Executive Leadership and Program Committee	By the end of 3rd Quarter of 2025	$ Solicited donation	1 shipment of XXX quantity of health kits by end of 2025	
Program 6 Empowerment Through Mentorship	Establish a structured mentorship program that pairs	Executive Leadership Team and Office of Chaplain	Q1 – Q4	Experienced individuals willing to be mentors Individual interested in being mentored	5 mentor & mentees relations established by the end of Q3	

Evaluation Plan

Purpose of the Evaluation:

To assess the progress and effectiveness of the strategic plan, evaluate whether the organization is on track to meet its goals, and make adjustments to ensure success.

Strategic Goal 1: Supporting the Multi-Purpose Building Project

To provide operational support and financial planning expertise, enabling the church to generate funds required to complete the first floor of the multi-purpose building.

Objective #1 – Establish 3 on-going income generating activities by 2nd Quarter of 2025

Evaluation Criteria	Indicator	Measurement Tool	Data Source	Frequency of Evaluation	Responsible Party	Target
Financial Performance (Revenue Generation)	Total income generated from each activity	Financial reports, revenue tracking tools	List of established programs from Program Committee	Monthly and/or Quarterly	Financial & Program Committees	Generate $X amount in revenue by end of year for each activity
Operational Efficiency	Smooth and efficient running of the activity	Activity reports, staff feedback, performance audits	Catalog of activities	Monthly	Program Committee	Activities run smoothly with minimal operational disruptions
Stakeholder Satisfaction	Feedback members, guest and other stakeholders	Surveys, interviews, focus groups	Calendar of Events	Quarterly	Communication Team	90% stakeholder satisfaction rate

Objective #2: Three (3) Sustained Donors by the end of 2025

Evaluation Criteria	Indicator	Measurement Tool	Data Source	Frequency of Evaluation	Responsible Party	Target
List of Donors identified	No. of Donors approached	No. of positive responding Donors	List of donors	Monthly	Finance Committee or Team	3 sustained donors by end of 2025
Number of Sustained Donors Secured	Number of sustained (recurring) donors	Donor management system or list	Internal donation records	Monthly	Finance Committee or Team	3 sustained donors by end of 2025
Donor Feedback and Satisfaction	Donor satisfaction and feedback	Post-donation surveys, donor interviews	Donor feedback forms, survey data	Ongoing	Executive Leadership Team	80% satisfaction rate

Objective #3: Ten (10) annual financial commitments by end of Q4

Evaluation Criteria	Indicator	Measurement Tool	Data Source	Frequency of Evaluation	Responsible Party	Target
Number of Financial Commitments Secured	Number of financial commitments (e.g., pledges, donations, sponsorships) secured	Commitment tracking system	Internal tracking system or donation management system	Monthly	Finance Committee or Team	10 commitments by end of 2025
Total Value of Financial Commitments	Total monetary value of commitments secured	Financial records, donation receipts	Internal financial system	Monthly	Finance Committee or Team	At least $X in financial support
Types of Financial Support (Diverse Sources)	Number of different types of financial support (e.g., individual donations, corporate sponsorships, grants, etc.)	Commitment tracking system, donor database	Internal donor tracking system	Quarterly	Finance Committee or Team	3 different types of support secured

Strategic Goal 2: Empowering Ministries and Programs

To support and enhance the church's ministries and programs focused on development, evangelism, discipleship, and sustainability, ultimately fostering spiritual growth, community engagement, and long-term viability.

Objective Program #1
Live-stream worship services through Zoom or a compatible platform, ensuring members near and far can participate and connect with the church community.

Evaluation Criteria	Indicator	Measurement Tool	Data Source	Frequency of Evaluation	Responsible Party	Target
Technical Quality of Stream	Smooth, uninterrupted streaming (minimal buffering, high video/audio quality)	Streaming platform analytics (Zoom, YouTube Live, etc.)	Platform data (Zoom, YouTube analytics)	Weekly/Each Service	IT/Tech Team, Worship Team	95% uptime with minimal technical issues
Audience Reach and Participation	Number of viewers attending the live stream	Streaming platform analytics	Platform data (Zoom, YouTube analytics)	Weekly/Each Service	Worship Team & Communication Team	100+ views per service (or target specific to community size)
Technical Support and Trouble-shooting	Availability of technical support during service	Support logs, feedback from worship team & attendees	Incident reports, attendee feedback	Each Service	IT/Tech Support Team	100% of technical issues addressed during or immediately after service
User Satisfaction	Positive feedback from viewers about experience	Post-service surveys, social media feedback, direct comments	Survey responses, social media posts	Monthly/End of Each Service	Communications Team	80% satisfaction rate (based on survey responses and social media feedback)

Objective Program #2
Provide Bibles and other spiritual resources to support the church's evangelistic and discipleship ministries, empowering members to deepen their faith.

Evaluation Criteria	Indicator	Measurement Tool	Data Source	Frequency of Evaluation	Responsible Party	Target
Availability and Accessibility of Resources: Assess whether the Fellowship is providing enough Bibles and spiritual materials to meet the needs of church members and the community						
Resource Availability	Number of Bibles, books, and resources available for distribution	Compare the number of resources distributed to the number of individuals in the congregation or community	Church rooster, number of attendance at service	Monthly	Church Ushers	Ensure 100% availability of resources for new believers and participants in discipleship programs
Cost-Effectiveness and Resource Allocation: Assess how effectively the Fellowship is utilizing its budget for purchasing and distributing spiritual resources						
Budget Utilization	Ratio of funds spent on resources versus the number of people reached or impacted.	Financial reports, cost-per-resource metrics.	Attendance Record per service	Per Service	Church Leadership & Executive Leadership	Achieve a cost-per-resource ratio that maximizes impact (e.g., reach at least 5 people per $1 spent)
Feedback and Participant Satisfaction: Evaluate the level of satisfaction among those receiving and using the resources.						
Satisfaction of Recipients	Satisfaction ratings from individuals receiving Bibles and other resources	Post-distribution surveys or feedback forms	Result of post-distribution surveys or feedback forms	Ongoing	Church Leadership & Executive Leadership Team	85% or higher satisfaction rate from recipients regarding the usefulness and quality of resources.

Objective Program #3 Celebrate the academic achievements of church members through a special graduation recognition program, acknowledging their hard work and dedication.

Evaluation Criteria	Indicator	Measurement Tool	Data Source	Frequency of Evaluation	Responsible Party	Target
Participation and Engagement: Assess how many church members are actively participating in the celebration events (either as honorees or attendees)						
Level of Participation	Number of members recognized for their academic achievements and the number of attendees at celebration events	Compare the number of participants to the total number of church members who completed academic programs in a given period	List of honorees and attendants at celebration event	End of Celebration	Celebration Committee	At least 75% of eligible church members (those who have completed a degree, certification, or course) participate in the celebration.
Event Quality and Effectiveness: Assess how well the celebration event is organized, including logistics, timing, and overall flow						
Event Organization	Feedback from participants and attendees on the organization of the event.	Surveys or feedback forms completed by honorees and attendees	Survey results report	Immediately following the event	Celebration Committee	Achieve at least 90% positive feedback on event organization (e.g., timing, flow, ease of participation
Sustainability and Long-Term Impact: Assess whether the celebration becomes an ongoing part of the Fellowship's annual or bi-annual activities						
Regularity and Continuity	Frequency and consistency of the event.	Event records from previous years and planning for future events	Event Records	Annually	Executive Leadership Team	Host the celebration annually, or bi-annually if resources allow
Feedback and Evaluation: Collect and analyze feedback from both honorees and attendees to gauge overall satisfaction and identify areas for improvement						
Post-Event Feedback	Percentage of participants providing feedback or filling out surveys.	Surveys or focus groups conducted after the event.	Survey results report		Celebration Committee	Achieve at least 80% survey response and gather actionable feedback

Objective Program #4
Provide backpacks and essential school supplies to students from elementary to high school at the start of the school year, helping to alleviate financial burdens and promote academic success.

Evaluation Criteria	Indicator	Measurement Tool	Data Source	Frequency of Evaluation	Responsible Party	Target
Program Reach and Participation: Assess how many students received backpacks and school supplies during the program.						
Number of Students Served	Total number of students who received backpacks and school supplies	Compare the # of students served to the program's goal for the year	Records of beneficiaries	After Distribution	Distribution Team and Leadership	Serve X number of students (e.g., 300) in the community
Program Effectiveness and Impact: Evaluate whether the backpacks and supplies provided meet the educational needs of the students (e.g., age-appropriate supplies, sufficient quantity, and quality)						
Quality and Appropriateness of Supplies	Feedback from recipients or families about the appropriateness and usefulness of the supplies	Surveys or interviews with parents, guardians, or teachers	Records of Survey	After Distribution	Leadership Team	85% of recipients or parents report that the supplies were adequate and appropriate
Program Efficiency and Resource Management: Assess whether the program is utilizing resources efficiently in terms of fundraising, supply purchasing, and distribution.						
Cost-Effectiveness	The cost per backpack or per student served	Financial reports detailing the total budget and how it was allocated to purchase supplies and distribute	Budget and Financial Report	Annually	Executive Leadership & Financial Team	Maintain a cost-per-student of $X or less, ensuring funds are used efficiently
Long-Term Impact: Assess whether the program creates ongoing engagement with the church or community, fostering relationships and building trust.						
Retention and Long-Term Engagement	Follow-up participation in other church programs (e.g., after-school programs, mentoring, etc.)	Track the number of participants who continue to engage with the church after receiving the supplies	Distribution Report	Annually	Executive Leadership, Financial Team, Program Committee	At least 30% of benefiting families participate in other church initiatives

Objective Program #5
Ship health kits, including essential hygiene products, to support the health and well-being of youth, particularly female students, in the community.

Evaluation Criteria	Indicator	Measurement Tool	Data Source	Frequency of Evaluation	Responsible Party	Target
Program Reach and Participation: Assess how many youths received health kits and hygienic products through the program.						
Number of Youths Served	Total number of youths who received health kits and hygiene products	Compare the actual number of youths served to the program's target or goal for the year	Record of youths served	After Distribution	Program Committee & Distribution Team	Provide health kits to at least X number of youths (e.g., 500 youths)
Health Impact and Well-being: Evaluate whether the distribution of health kits led to better hygiene practices among the youths.						
Improvement in Hygiene Practices	Self-reported improvement in hygiene habits from youths (e.g., increased handwashing, better oral hygiene, and consistent use of hygiene products)	Pre- and post-surveys or interviews assessing hygiene behaviors.	Pre & post surveys results	Bi-annually	Leadership Team & Program Committee	75% of recipients report improved hygiene practices after receiving the kits.
Program Efficiency and Resource Management: Evaluate whether the program is using its resources efficiently in terms of fundraising, purchasing, and distribution						
Cost-Effectiveness	Cost per health kit, including purchasing, packaging, and distribution costs	Financial reports and cost breakdowns for the program.	Budget & Expense Receipts	Bi-annually	Executive Leadership & Finance Committee	Maintain a cost per health kit of $X or less, ensuring efficient use of resources.

Objective Program #6

Establish a structured mentorship program that pairs experienced and trained mentors with individuals seeking guidance, support, and spiritual growth. This program aims to foster meaningful relationships, provide valuable life skills, and promote personal and spiritual development.

Evaluation Criteria	Indicator	Measurement Tool	Data Source	Frequency of Evaluation	Responsible Party	Target
Program Reach and Participation: Assess how many mentors and mentees have been successfully recruited and matched.						
Number of Mentors	Total number of mentors and mentees	Compare the actual number of mentors	Record of Mentor/Mentee listing	Monthly	Program Committee	Achieve a 1:1 or 1:2 mentor-

and Mentees	participating in the program.	and mentees to the program's initial goals or targets.				to-mentee ratio, with at least **X** mentors and **Y** mentees in the program
Mentor-Mentee Matching Process: Evaluate the effectiveness of the mentor-mentee matching process in terms of skills, goals, and personality compatibility						
Quality of Mentor-Mentee Matches	Feedback from mentors/mentees about the quality of their match and alignment of their goals	Surveys or interviews with mentors and mentees before and after a set period (e.g., 3 months) of engagement	Mentor/mentee match record	Monthly	Program Committee	90% of mentors and mentees report being satisfied with their match
Mentor Retention and Program Sustainability: Evaluate how many mentors continue to participate in the program beyond the first cycle.						
Mentor Retention Rate	Percentage of mentors who return to mentor again or continue involvement in the program.	Tracking the retention rate of mentors from one year to the next	List of returning mentors and mentees	Ongoing	Executive Leadership Team	At least 70% mentor retention rate year-over-year.
Long-Term Impact: Evaluate the long-term success of mentees after the mentorship program has ended, tracking their continued growth and success						
Long-Term Success of Mentees	Follow-up surveys or interviews with past mentees to assess their ongoing progress and achievements	Conduct surveys or interviews with former mentees 6-12 months after mentorship program	List of returning mentors and mentees	Ongoing	Executive Leadership Team	At least 60% of former mentees report continued progress

SWOT Diagram - The STNDMF

Strengths	Weaknesses	Opportunities	Threats
■ Prayerful	■ Cliquish	■ Embracing Christian values	■ Tendency to work with small and select corps of leaders.
■ Generous	■ Donations are limited to a small group	■ Ability to identify	■ Giving fatigue due to frequent

		Sources of revenues	requests for monetary donations.
■ Youthful/energetic	■ Easily distracted	■ Preparing a new generation of leaders	■ Avoidance by some members due to continuous conflicts
■ Professional, well-trained, and highly educated membership	■ Some playful/immature behaviors among members.	■ Skillful management of Projects and regions	■ Overextension of a few persons
■ Talented and gifted with knowledge, skills, and abilities	■ Numerous areas of untapped gifts/skills	■ Introspection to identify personal gifts and graces.	■ Refusal to apply/utilize those gifts for the Fellowship
■ Membership expansion through identifying non-active members and new arrivals from Liberia	■ Low interest in recruiting others. Low/late attendance in person and online	■ Methodist Connections	■ Lack of interest due to ongoing internal conflicts among members and leaders
■ Bible Study	■ Reduced attendance	■ Capable leadership	■ Only a few persons leading and contributing
■ Active participation in projects and programs	■ Late arrivals at project sites and late start times in person and at online gatherings. Low and limited responses to projects and written documents.	■ Partnerships with other organizations	■ Other organizations could be discouraged by the dysfunctional dynamics of the Fellowship.