



Memorial

United Methodist Church

Strategic Plan 2012

Prepared by the 2012 Strategic Planning Team

Sarah Flint

Carrie McCannell-Scruggs

Matt Millar

Brett Opalinski

Loreli Rogers

George Sheffield

Steve Smith

Table of Contents

Introduction and Overview	1
Plan	6
- Culture of Congregation	6
- Missions	9
- Ministries	11
- Outreach	13
- Worship	15
- Disciple Formation	16
- Connectional	19
- Hospitality	20
- Communications	22
- Administrative	26
- Space	28
- Stewardship	34
- Stop Doing	35
Conclusion	36

Appendixes: (Included as separate document)

Appendix 1- Demographics Data

Appendix 2- MissionInsite Data

Appendix 3- Books Read by the Team

Appendix 4- Overview Map Showing Proposed Campus Additions

Appendix 5- Ezekiel Meeting Notes

Appendix 6- Survey

Appendix 7- Survey Summary

Appendix 8- Summary of Renovations

Appendix 9- “Church Interiors” Previous Plan

Appendix 10- Byron Chapman’s Suggested Renovations Plan

**Appendix 11- “Missions Directory” and “Engage: Gifts-Based Service Guide”
used at Hyde Park Methodist Church**



PART 1- Introduction and Overview

Introduction:

One often hears the terms “Strategic Plan” or “Long-Range Plan” used interchangeably when discussing the future of our church. While both are important parts of the planning process, they both provide distinctly different functions. Simply, one is directional and the other is about bricks and mortar.

A strategic plan is an all-encompassing look at the church’s reason for existence (the mission), future aspirations (the vision) and the goals and action plans that will lead to successfully obtaining these initiatives. Typically, this includes a thorough examination of the external factors like population and community demographics and internal factors like congregation responses and desires. A strategic plan will identify solutions for critical areas of Memorial United Methodist Church (MUMC) as outlined in our plan below.

The long-range planning process for our campus and facilities must be shaped by the vision and strategies in the Strategic Plan. In fact, all Strategic Plans must have a set of goals and strategies to deal with Long-Range Planning, since facility maintenance, enhancement and improvement are such significant factors in our church’s sustainment and future growth.

History:

The seeds for the Strategic Planning Process began to take hold in the early years of the last decade when the MUMC congregation began to explore renovations to the current Sanctuary. The Sanctuary was built around 1930 and it had been some time since any significant updates had occurred. The Board of Trustees held meetings and obtained drawings and recommendations for renovation (through the work of Church Interiors) in a serious effort to update the Sanctuary for modern ministry needs.

In early 2011, though, the Board of Trustees became aware that our current ministry situation required more than a re-furbished sanctuary. Classrooms for children/adult education overflowed on Sundays and Wednesdays, many hallways, bathrooms and common areas throughout the church needed updating, and there were larger maintenance issues to consider around the entire campus (roof on Maxwell Hall and Sanctuary, as well as old air conditioning units in need of replacement). In essence, to meet the needs of modern day ministry,



Memorial United Methodist Church needed a strategic and comprehensive approach to updating and renovating facilities.

Shortly thereafter, the Board of Trustees made a recommendation to the Administrative Council to form a Strategic Planning Team to address these issues in a comprehensive way. The work of forming the team began in spring 2011. To begin, the Administrative Council approved the formation of such a team. The next step was to determine which type of planning needed to be done: Problem Solving (addressing immediate and pressing needs); Developmental Planning (building on the ministry already being done; doing what we do better – 6 to 12 month process); or “Frame-bending” (completely changing the direction/mission of the congregation – 12 to 18 month process). The Administrative Council determined that we needed Developmental Planning at this time (acknowledging that some of the Planning Team’s work would include both Problem Solving and “Frame-bending” elements).

After setting the direction for the team, they decided that members of the team should be selected in more of a functional rather than representative way. If members were strictly representative, the first priority would be to that which they represented. Here, the church was looking to discover where God was calling MUMC as a whole in days ahead. As a result, the Administrative Council made two lists: one was of those characteristics needed by people on the team, the other were characteristics not needed. Based on these lists, Administrative Council members were invited to submit names of those they felt met the criteria. The team would be made up of six people, plus Rev. Brett Opalinski (the Senior Pastor).

As a large list of people were nominated over the next few weeks, Administrative Council members voted for their top choices based on the list of names. Surprisingly, from the large list of names, six people emerged at the top of the voting (listed in no particular order: Carrie McCannell-Scruggs, Matt Millar, Steve Smith, Sarah Flint, Loreli Rogers, and George Sheffield).

The next step was to invite those selected to serve on the team. Carol Carroll (chair, Administrative Council) and Pastor Brett took each of those nominated to lunch to explain the committee, go over the commitments and goals, and then to invite each person to pray about accepting the role. In the end, all six said yes. The team began meeting and setting about the work of listening for who God was calling MUMC to become in September 2011.

**Strategic Plan Process:**

The Strategic Plan Team (SPT) began meeting in September 2011. Our first order of business, to help guide and direct us through our planning process, was to decide our Mission and Vision statements. Once these were established, we constructed a road map for our plan that included weekly Monday morning meetings in the Partin Center library. Our Monday morning meetings became a time for connection, inspiration, devotion and confirmed our belief that His spirit was working through each of us for our common goal of providing a meaningful and purposeful plan for Memorial United Methodist Church.

Below is a brief explanation of our year-long Strategic Planning Process:

September-November 2011: SPT reviews demographic data and begins research process.

A key discovery was that our church demographic area had significant, double-digit growth in the 90s and 2000s. However, the growth projected for the 2010 decade would be single digit within our island demographics and 10% for off island areas around the Amelia Island Concourse.

December 2011 – March 2012: SPT conducts Ezekiel meetings with church groups as well as conducts paper survey and on-line surveys.

The SPT conducted meetings with church leaders and individual groups to develop the foundation for the plan. These meeting have been referenced as “Ezekiel Meetings” due to the vision the Prophet Ezekiel had for the rebuilding of the temple (Ezekiel 40: 1-4). Feedback and discussions were recorded for accurate documentation. The responses and feedback from each Ezekiel meeting formed the key issues which would be further explored and researched by the SPT in the paper and on-line surveys. Over 160 respondents (@15% of the congregation) filled out the surveys, which was considered to be a huge success and quantifiably significant based on other church’s documented results. The results of the surveys confirmed many of our Ezekiel meeting findings about the areas in the church where our members would like to see changes.



Key points determined from the Ezekiel Meetings and Surveys are as follows in no particular order:

- We are a happy congregation
- Memorial United Methodist Church's members are most proud of our history and would like to stay rooted in our current location
- We are dedicated to local outreach and would like to have more opportunities for local outreach
- As we have grown, parking options have not
- 62% of our church members are 55 years or older
- As we have grown, the need for more small group rooms and space has also grown
- We are involved in the community in many different ways
- We could be more intentional in our discipleship
- We have unreached potential as a congregation

February 27, 2011: Meeting with District Superintendent

Key discovery was that our Church is one of the healthiest congregations in the District and is considered a model for discipleship and congregational unity.

February-March 2012: SPT visited local area United Methodist Churches with different cultures

- Mandarin UMC, Jacksonville, FL
- Crossroad UMC, Jacksonville FL

March 2012: SPT Planning Retreat - Hyde Park UMC, Tampa FL

Met with Pastor Jim Harnish over a two day period to explore and experience the campus and worship options at Hyde Park. Their local outreach and overall intentional discipleship programs were moving beyond words. Many of our key



recommendations were shaped during this very stirring retreat with Pastor Harnish and Hyde Park UMC.

April – May: Recommendation Phase

June 3-4, 2012: SPT Guidance Retreat – Epworth By the Sea, St. Simons, GA

Our plan took shape over this 2 day retreat where we felt the power of His spirit move us to make decisions which will guide our church over the next 10 years.

July-August 2012: SPT Finalizing Workshop Meetings

September 2012: Strategic Plan presentation

Mission and Vision:

The very first task that the Strategic Planning Team tackled was to revisit the Mission and Vision of MUMC. Knowing the Vision and Mission would be what the whole plan was built upon, it was the obvious starting point. At the time, the Mission of Memorial United Methodist Church was: "To make disciples of Jesus Christ through worship, study, service and community." Further, the Vision at the time was "To be a grace filled community where people can experience the love of Jesus Christ and grow in His likeness."

After some thoughtful discussion and prayer, the Team met and determined that the current Mission was a good start, but that MUMC needed to move forward as a congregation. The Team needed to define who MUMC is and what type of church we wanted to become. God's grace and love and being a church family open to all were important messages that the Committee wanted to build from. The Team wrote a rough draft of the Mission and then worked on the Vision.

The Vision focused on where we wanted to go as a church family. Being intentional disciples and caring for our community and world were unanimous visions of what the Strategic Planning Team saw as the goals of MUMC.



The Team used their rough drafts of the Mission and Vision as a focus moving forward. At the beginning of the Strategic Planning Team Retreat in Epworth, the team prayerfully discussed their rough Mission and Vision statements and worked to streamline and focus them into something more powerful and meaningful. The Team was lead to these new and final Mission and Vision statements:

MISSION: *Memorial United Methodist Church is a grace-filled family, open to all, that connects, shares and grows GOD's love.*

VISION: *To be a committed family of Jesus' followers, where people intentionally grow spiritually and put God's love into action in our church, community and world.*

The vision and mission challenge us to move forward and grow as a family and to be a light of Christ in the world. The 2012 Strategic plan was written with these statements as its center.

PART 2 – The Plan

Section 1: Culture of the Congregation

Romans 12:2 *“Do not be conformed to the patterns of this world, but be transformed by the renewing of your minds so that you can figure out what God's will is-what is good and pleasing and mature. “*

Rationale: Much of the material reflected in this plan implies a change in the culture of the congregation. In many respects by implementing such recommendations the culture of the congregation will begin to shift. There are a few strategies, though, that might be helpful in this process.

GOAL: **To begin taking small, but intentional steps to make the transition into a congregation that focuses on Intentional Discipleship Formation.**

<i>Strategies</i>	<i>Person/Group Responsible</i>	<i>Time Period</i>
Strategy 1: Intentional Change to vocabulary to reflect a Discipleship Focus:	Pastor Brett, Pastor Hollie and	January 2013

<p> “Servant” – rather than “Volunteer” “Vows of Discipleship” – rather than “Joining the Church” “Explorer” – rather than “attende” or “regular visitor” “MUMC Disciple” – rather than “member” “Small Groups” – rather than “classes” “Ministry Team” – rather than “committee” “Discipleship Process” – taking Explorers and developing into Disciples “Ministries” – programs/ service within the church “Missions”- serving outside the walls of the church “Outreach” - our way of connecting with and inviting others to our church family “Radical Hospitality” – welcoming guests as if they were Jesus This might sound trite, but in many respects the language that we use and emphasize reflects our priorities and focus. Making an intentional language shift will help the congregation live out a discipleship focus and raise the level of expectation in this regard. It will take an intentional educational process (addressing in worship, speaking to small groups and ministry teams.) </p>	<p>entire congregation</p>	
<p> Strategy 2: Emphasizing the New Mission/Vision Statements of MUMC in Worship, Ministry Team Meetings, Dinners, and other gatherings. This includes not only reading/reciting the statements but stressing that this is the reason why we are here and this will be the direction of our congregational life together. </p>	<p>Worship Leaders, Small Group Leaders, Ministry Team Leaders</p>	<p>Immediately</p>
<p> Strategy 3: Emphasize on Sunday Mornings that we are a grace filled Church open to all people. This will be helpful to explorers and first time guests to know who we are and that wherever they are on the spiritual journey, they are welcome at MUMC. It is a way of being intentional. </p>	<p>Worship Leaders</p>	<p>Immediately</p>
<p> Strategy 4: Emphasize on a Regular Basis that it is expected that all MUMC Disciples will be a part of at least one small group ministry which includes a service ministry component. This serves as reminder to all MUMC Disciples to be intentional about faith </p>	<p>Worship Leaders, Small Group Leaders, Ministry Team Leaders</p>	<p>Immediately</p>



development. It also lets Explorers know what is expected if they decide to take the next step in their faith journey and become MUMC Disciples.		
Strategy 5: Instill in our Disciples that Sunday worship is not just something to attend and watch, but something that all Disciples have a part in creating.	Radical Hospitality Team, Disciples and worship arts	Immediately
Strategy 6: Implement the Disciple's Path curriculum as a required new member course. This class serves as both an introduction to the church and discipleship as an active and intentional process. This will hold up the expectation that any person who wishes to officially join MUMC will be expected to live out a life of intentional discipleship and the church will offer a resource to help begin the process. It also serves the purpose of helping individuals discover and discern their spiritual gifts, connect with other small groups in the church, and intentionally commit to next steps in their faith journey. Class needs to be taught on an ongoing basis and there should be a Sunday morning class.	Administrative Council/ Pastor Brett and Pastor Hollie	January 2013
Strategy 7: Intentional Leadership Formation. We recommend that the leadership selection process be more intentional helping leaders to live out their spiritual gifts and passions and to honor the level of commitment required for church leadership roles. Thus, in order to be considered for leadership positions by the Lay Leadership Ministry Team, persons would be required to have previously gone through a multi- week leadership preparation course titled "Leadership from the Heart". Class will be offered a few times a year.	Pastor Brett, Pastor Hollie and Chair of Administrative Council	First class to be offered Spring 2013. Leaders for 2014 will be selected by this process.
Strategy 8: Reframe the use of facilities. The primary purpose of all facilities is to support the mission of MUMC. No space shall be used exclusively by any one group or individual. Rooms may be given primary use status but not exclusivity.	Pastor Hollie	Immediately
Strategy 9: See that cleanliness and organization of our campus is part of our Radical Hospitality ministry.	Congregation	Now and forever more
Strategy 10: Grow endowment fund to sufficiently support ongoing maintenance and repair needs.	Endowment Team and Stewardship Team	2017



Section 2: Missions

Matthew 19:14 *“Allow the children to come to me,” Jesus said. “Don’t forbid them, because the kingdom of heaven belongs to people like these children.”*

Rationale:

As is the case with most of the Strategic Plan recommendations, the Mission Strategies are the result of feedback from our own congregation, what we’ve seen visiting congregations with similar DNA, and prayerful consideration of what we believe God is calling us to do in this time and place. To that end, we recommend focusing our efforts, literally, in our backyard and surrounding neighborhood.

After two of our church visits, we left with that nagging “we need to do that” feeling. First, Crossroads UMC has an official partnership with a local public elementary school. Second, although Hyde Park UMC has members involved in a number of missions, they fully emphasized the “Good to Great” philosophy. In the book entitled “Good to Great,” the author Jim Collins explains that an organization can be pretty good at a lot of things, but to make that leap to “great,” they must let go of some of what they’re good at and focus on what they’re best at. In other words, we need to find just one or two things we’re truly passionate about. We believe that MUMC is perfectly positioned to make a huge difference in the lives of young children attending Lamb Christian Daycare (hopefully, soon to be “Preschool”), and Southside Elementary School. They have great needs in both of these schools, so there are a variety of ways in which we can serve.

Goal 1: To instill a culture of service where all church members participate in creating the Kingdom of Heaven on earth.

<i>Strategies</i>	<i>Person/Group Responsible</i>	<i>Time Period</i>
Strategy 1: Replace the word “volunteer” with the word “servant” (see Culture of Congregation.)	All leaders	ASAP
Strategy 2: Ask all small groups to include an element of service if they are not already doing so.	Pastor Hollie, through Sunday	6 months



	School teachers/Small Group Leaders	
--	-------------------------------------	--

Goal 2: To create a new church-wide, primary mission focus – Local Children and Families

<i>Strategies</i>	<i>Person/Group Responsible</i>	<i>Time Period</i>
Strategy 1: Develop an intentional partnership with Southside Elementary School, (Prek-2 nd grade) possibly to include mentoring, development of enrichment programs, tutoring, providing school supplies, assistance at work days, resource support and Christmas support for families.	Missions Team/ Pastor Hollie	Define relationship by Spring 2013/ implement relationship Fall 2013
Strategy 2: Claim Lamb Daycare as a mission of the church. This will help MUMC to claim the Preschool as a ministry of the congregation. It will also help in doing early child faith-based education and formation from a United Methodist perspective. Change the name to “Lamb United Methodist Learning Academy” or “Lamb United Methodist Preschool.” Support higher level of intentional oversight for Lamb Daycare. (Bring preschool employees under the supervision of the Staff Parrish Team.) Provide staff support and training/certifications, sponsor scholarships, and explore using United Methodist curriculum. Explore possibility of “Kindergarten Camp” to ensure readiness for rising preschool students, and creating after school program for elementary age children.	Missions Team/ Staff Parish/Pastor Hollie	Define relationship by Spring 2013/ implement relationship Fall 2013

Goal 3: Continue support of other missions which are outside of our primary mission of Local Children and Families.

<i>Strategies</i>	<i>Person/Group Responsible</i>	<i>Time Period</i>
Strategy 1: Publish “Missions Directory” modeled	Missions Team	Starting 2013,



after Hyde Park UMC publication. (See Appendix.) Use directory to foster support from small groups, Disciple's Path classes and yearly campaign. (Phase out the 12 "Monthly Missions Giving.")		update annually
Strategy 2: Evaluate effectiveness of program booklet through surveys of new members, visitors and congregation.	Administrative Council/Church Staff	1 year after development, update annually
Strategy 3: Run yearly giving campaign for support, separate from Stewardship campaign	Missions/Stewardship Team	Starting 2014

Section 3: Ministries

1 Corinthians 3:5-9 *"What, after all, is Apollos? And what is Paul? Only servants, through whom you came to believe-as the Lord has assigned to each his task. I planted the seed, Apollos watered it, but God has been making it grow. The one who plants and the one who waters have one purpose, and they will each be rewarded according to their own labor. For we are God's co-workers; you are God's field, God's building. "*

1st Thessalonians 1:3 *"We remember before our God and Father your work produced by faith, your labor prompted by love, and your endurance inspired by hope in our Lord Jesus Christ. "*

Rationale:

Our church is blessed to have numerous ministries. We define ministries as resources focused within the walls of our church to disciple missionaries who will minister outside the walls of our church. In other words, they are for our church congregation to serve and grow. Missions are more designed for service to our community, nation and the world. Outreach is our way of connecting with and inviting others to our church family.

Through our research of books, Ezekial meetings, the church survey, and visits to other churches, we found that our Ministries need to be lay led. As long as we have disciples who feel called, we want as a church to support and equip them to serve as God leads them.



Goal 1: To have a tool that helps connect and communicate the ministry opportunities and needs of our church with the servants in our church family.

<i>Strategies</i>	<i>Person/Group Responsible</i>	<i>Time Period</i>
<p>Strategy 1: To develop, use and keep an updated gifts-based service guide that clearly outlines all ministries at our church. This booklet will include the name of the service position, a short job description, the frequency of service and time commitment needed, contact person and contact information. Modeled after the “Engage: Gifts-Based Service Guide” from Hyde Park UMC. (See Appendix)</p> <p>The groups below are not all inclusive. They are not set in stone. They may change over time depending on need and congregational support.</p> <p>Worship Arts – Choir, Bells, Liturgical Dance, Cherub Choir, Drama, WHAM, Ladies Ensemble, Mixed Ensemble, Grace Notes, Youth Choir – Person responsible Joan Averett, Director of Music and Worship Arts</p> <p>Children’s Programs – Birth to 11 years old. Nursery, Funday School, Promise Land, Mission Possible – Person responsible – Deena Wolfe, Director of Children and Family Ministries</p> <p>Youth Programs – 12-18 years old – Youth Group, Youth Band, Confirmation– Person responsible – Andy Foote, Director of Youth Ministries</p> <p>Adult Programs – UMW circles, Mature Methodists, UMM, Health Ministry, Adult Sunday School, Faithlinks, Covenant Groups, Disciple Bible Studies, Wednesday Night Dinners, Stephen Ministers, Lay Servants, Quilting Ministry, Prayer Team, Mom’s Bible Study, Financial Peace, Caring Companions, F-Troop, Ladies Coffee Club, Emmaus, Leadership</p>	<p>Pastor Hollie</p>	<p>January 2013, update annually</p>



Development – Person responsible – Rev. Hollie Tapley, Minister of Discipleship		
Strategy 2: To evaluate effectiveness of program booklet through surveys of new members, visitors and congregation.	Administrative Council/Church Staff	1 year after development and annually thereafter

Section 4: Outreach

Matthew 25:35 “ *I was hungry and you fed me, thirsty and you gave me a drink; I was a stranger and you received me in your homes,*”

Rationale:

In past experiences with working with other healthy churches and our own, we’ve seen how intentional invitations are necessary for the local community to connect to the MUMC family. Just as Jesus reached out to find new disciples and impact his neighbors, we need to make an intentional effort to impact our own community.

Goal 1: Continue to connect with un-churched people in our community

<i>Strategies</i>	<i>Person/Group Responsible</i>	<i>Time Period</i>
Strategy 1: Create an Outreach Team to oversee outreach opportunities and to increase participation and leadership from our congregation for the outreach programs. Refer to the Missions Insight data (Appendix 1).	Administrative Council /Lay Leadership Team form the Ministry Team	Selection of Team by Fall 2013 to begin in 2014
Strategy 2: Create an “Outreach” section for the “Ministry Directory” listing all opportunities for congregational servant-hood. (See Ministry Section.)	Initially Pastor Hollie, maintained by the Outreach Team	2012
Strategy 3 – Evaluate effectiveness of Outreach section of Ministries program booklet through surveys of new members, visitors and congregation.	Administrative Council/Church Staff	1 year after development, and then annually
Strategy 4: Continue to offer Easter at the Church,	Outreach Team	Ongoing



Fall Festival and Vacation Bible School. Explore other outreach opportunities in the community like Gas and Go, Christmas Wrapping, Victorian Caroling, No Room at the Inn, UMW Craft Fair, Concerts with a Cause, the Spaghetti Dinner and our relationship with the Boy Scouts. Be more intentional about outreach at church events.		
Strategy 5: Continue to offer opportunities for MUMC groups to meet out in the communities like our Faithlinks, MUMC Men's Group and new small groups and covenant groups.	Pastor Hollie and Outreach Team	Ongoing
Strategy 6: Develop an annual evangelism focus (worship, workshops, etc.) to better prepare our disciples to encourage and invite the un-churched to MUMC.	Pastor Brett	2013
Strategy 7: Develop a Neighborhood Walk Outreach to "walk" local neighborhoods and connect with residents.	Outreach Team	2013

Goal 2: Opening the MUMC facilities to the community

<i>Strategies</i>	<i>Person/Group Responsible</i>	<i>Time Period</i>
Strategy 1: Find times when the sanctuary can be open for prayer for the community. Develop a group of disciples, clergy or Stephen Ministers to monitor premises and serve as ministers to anyone in need of prayer or pastoral care.	Trustees, Pastor Brett and Pastor Hollie	2013
Strategy 2: Further offer the use of Maxwell Hall to community groups whose activities are consistent with MUMC's mission. Develop guidelines for use of the facility and assist outside groups with set-up, monitoring, etc.	Trustees	2013



Section 5: Worship

Psalm 100: *“Sing to the Lord, all the world! Worship the Lord with joy; come before him with happy songs! Acknowledge that the Lord is God. He made us, and we belong to him; we are his people, we are his flock. Enter the Temple gates with thanksgiving; go into its courts with praise. Give thanks to him and praise him. The Lord is good; his love is eternal and his faithfulness lasts forever.”*

Rationale:

Throughout the research process, the Strategic Planning Team continually heard from the congregation that they were happy with the variety of services offered at MUMC as well as the times. This was confirmed by the surveys. However, the surveys also told us that some members were attending the 9:45 service for the contemporary worship and some just for the time period.

Many churches today, including some that the Strategic Planning Team visited, successfully use multiple clergy and worship locations to overlap services. This helps alleviate the overcrowding issues without having to build new facilities. The Strategic Planning Team took this into consideration as we looked into how best to grow our worship services. After thoughtful consideration, we suggest some changes that will meet the worship needs of the church while best utilizing the current amount of worship space.

Goal 1: Make use of the time available on Sunday morning in the most effective way possible for our clergy, staff, congregation and visitors.

<i>Strategies</i>	<i>Person/Group Responsible</i>	<i>Time Period</i>
Strategy 1: Change the current worship times to: 8:00 am Traditional Service (Communion service) 9:30 am Contemporary Service 11:00am Traditional Service	Administrative Council and Pastor Brett	By January 2013
Strategy 2: Following the proposed Sanctuary and Maxwell Hall Renovations, and addition of ordained clergy (see Administration Section,) create the following worship times on Sunday:	Administrative Council and Pastor Brett	Post Sanctuary and Maxwell Hall Renovations



<p>8:00-9am Communion Service in Sanctuary (replaces Monday Communion Service) 9:30-10:30 Contemporary Service in Maxwell Hall 9:30-10:30 “Come as You Are” Traditional Service in Sanctuary (replaces 8:30/8am service) 11:00 Traditional Service in Sanctuary 11:00 Emerging Service*/ Location TBD (*Emerging Service will be a casual, “coffee shop” atmosphere with acoustic music.)</p>		
--	--	--

Section 6: Discipleship Formation

Luke 10:25-28 *“Teacher,” he said, “what must I do to inherit eternal life?” [Jesus] said to him, “What is written in the law? What do you read there?” He answered, “You shall love the Lord your God with all your heart, and with all your soul, and with all your strength, and with all your mind; and your neighbor as yourself.” And he said to him, “You have given the right answer; do this, and you will live.’ “*

Matthew 28:19-20: *“...go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, teaching them to do everything that I’ve commanded you. Look, I myself will be with you every day until the end of the present age.”*

Rationale:

As the above scriptures indicate, disciple formation is a part of our calling as a church of Jesus Christ. We are called not merely to have members but to help people grow closer to God and others; to help others grow in the image and likeness of Jesus. This is a process that does not just happen; it takes a level of intentionality. A second reason for this section is that when people join the church, there is a falling off or disconnect that many new members experience. We need to be more intentional about helping people discover their spiritual gifts and then living those gifts out in service, as well as connecting with other members of the church through small groups.



GOAL 1: To develop and implement a process of intentional Discipleship Formation.

<i>Strategies</i>	<i>Person/Group Responsible</i>	<i>Time Period</i>
<p>Strategy 1: Implement the Disciple's Path curriculum as a required New member Course. (See Culture of Congregation, Section 1.)</p>	<p>Administrative Council/ Pastor Brett and Pastor Hollie</p>	<p>January 2013</p>
<p>Strategy 2: Develop a visual depicting the Discipleship Process at MUMC – Should be simple, clear, and easy to remember: Including: Connect through Worship and classes, then Disciple's Path Class, Baptism/Profession of faith/Joining MUMC, then connect with Service Ministry/Small Group (a person not ready to make a commitment of faith may still connect with a small group and service ministry, they just won't take Vows of Discipleship).</p> <p>It is should also stress the expectation that all MUMC Disciples will participate in at least one small group ministry and service based ministry.</p> <p>It could be a large visual to hang on wall in different places at church and something that can be copied and handed out.</p>	<p>Joan/Worship Arts Team and Marketing/Communications Manager</p>	<p>Developed (Fall 2012), Unveiled (January 2013)</p>
<p>Strategy 3: Lay Sponsors for all new MUMC Disciples: This will be a part of the Disciples' Path Study. As Explorers discern Spiritual gifts and make commitments to service ministries and small groups, a sponsor from a related group/ministry should be selected to help Explorers connect as they become MUMC Disciples. Their role will be to regularly check in to make sure that they are connecting and if they have any questions, issues, or needs, to be available to assist. Sponsors will also intentionally introduce explorers to others</p>	<p>Pastor Hollie</p>	<p>January 2013</p>



in the congregation.		
<p>Strategy 4: Develop an Annual Re-Commitment Covenant Renewal Sunday. Held in Fall, this day will allow MUMC Disciples to make ministry and small group commitments for the coming year. Encourage Disciples to re-take the Spiritual gifts inventory and to refill out an annual commitment form for small groups and service ministries. (This will be emphasized a few weeks prior to the Sunday to allow people to take the Spiritual gifts inventory and to pray about commitments.)</p>	<p>Pastor Brett and Pastor Hollie</p>	<p>Fall 2013</p>
<p>Strategy 5: Develop and Grow Small Group Ministries: Make the transition from being a church “with” small groups to a church “of” small groups by setting the expectations that MUMC Disciples belong to a small group ministry (Sunday school, classes and covenant groups.) The difference is that one of the expectations of MUMC Disciple’s is that they will belong to a small group ministry. Small groups should be based on the four pillars of Wesley Class Meetings: prayer, study, accountability, and service. This will require an expansion of our small group ministries to create numerous new small groups with a diversity of meeting times and locations. These groups will gradually become the primary mode of Christian formation within MUMC.</p>	<p>Pastor Hollie</p>	<p>Fall 2013</p>
<p>Strategy 6: Develop College Age/Young Adult Ministry. At the current time we don’t have any ministry focus on this age group. While this ministry might never be large, in order to offer a continuous discipleship formation process, something must be developed. At a minimum, this should be one of the small groups as described above that meets through the summer and during school breaks. It might</p>	<p>Pastor Hollie and Andy</p>	<p>Fall 2013</p>



also be the leader of this small group would keep in touch with students throughout the school year and help them connect with United Methodist congregations and Student Ministries in their area.		
Strategy 7: Develop Intentional Leadership Formation. To be considered for leadership positions by the Lay Leadership Ministry Team, we would require Servants to have previously gone through a multi- week leadership preparation course titled “Leadership from the Heart” (See Culture of Congregation, Section 1).	Pastor Brett, Pastor Hollie and Chair of Administrative Council	First class to be offered Spring 2013. Leaders for 2014 will be selected by this process.
Strategy 8: Expanded Stewardship Program: Stewardship is most commonly associated with money and annual giving to the church, but in reality Stewardship is a reflection of how we are living our vows of discipleship (Prayers, Presence, Gifts, and Service). It is recommended that MUMC will have a quarterly Stewardship focus on one of the four areas in our vows of Discipleship. This could include speakers/video in worship, resources to help the congregation live out that area of discipleship, etc...	Stewardship Team	January 2013

Section 7: Connectional

Romans 15:5-6 “And may God, the source of patience and encouragement, enable you to have the same point of view among yourselves by following the example of Christ Jesus, so that all of you together may praise with one voice the God and Father of our Lord Jesus Christ.”

Rationale:

As one large family of the United Methodist Church, it is important that we continually work with our local United Methodist churches to grow the Church family. As the population



continues to grow off the island, we need to do our part to assure that the United Methodist Church continues to have a strong presence.

Goal: Join our ministry with other UMC congregations (Yulee / Franklinton/ Trinity), to develop and grow relationships that reflect God’s unity among His children.

Strategies	Person/Group Responsible	Time Period
Strategy 1: Initiate conversations about activities in the community (i.e. Fall Festival, Southside Ministry, etc.) that we could share.	Pastor Brett	Ongoing
Strategy 2: Invite pastors from the three other, local churches (Yulee / Franklinton/ Trinity) to join MUMC in leading worship at all four churches. Explore other ways to initiate blended worship.	Pastor Brett	Ongoing
Strategy 3 : Expand and continue existing relationships with other local churches including Black and White Men Unite and UMW Circles	Bill Scheff/ UMW Board	Ongoing
Strategy 4: Encourage Disciples to annually attend a service at one of the other local United Methodist Churches to show support and expand relationships.	Congregations	Ongoing
Strategy 5: Explore opportunities for blending our worship and ministry with the Hispanic Congregation.	Pastor Brett	Ongoing

Section 8: Hospitality

Hebrews 13:2 *“Don’t neglect to open up your homes to guests, because by doing this some have been hosts to angels without knowing it.”*

1 Peter 4:8-10 *“Above all, love each other deeply, because love covers over a multitude of sins. Offer hospitality to one another without grumbling. Each one should use whatever gift he has received to serve others, faithfully administering God’s grace in its various forms. “*



Rationale:

We strive to welcome every person as we would Jesus, himself. Each Disciple should strive to be the light of Christ shining in our church and community. Expanding our hospitality opportunities and training will allow us to reach our goals and become more like Jesus Christ.

Goal 1: To use radical hospitality to connect, share, and grow God's love

Strategies	Person/Group Responsible	Time Period
Strategy 1: Identify Disciples with the gifts of service and hospitality through Disciple's Path, spiritual gifts survey and Lay Leadership.	Pastor Hollie and Connectors	Ongoing
Strategy 2: Develop training and job description information for greeters, ushers, communion attendants, visitor center servants, liturgist, and acolytes. Leadership training to be held annually in these areas to make sure everyone understands the service requirements and expectations.	Pastor Brett, Pastor Hollie Lay Leaders and Radical Hospitality Team	Summer 2013
Strategy 3: Direct and inform visitors using new signage and maps to be created and implemented by new part time Marketing and Communications Manager. (See Marketing and Communications section and Administrative Section.)	Marketing and Communications Manager	ASAP
Strategy 4: Expand radical hospitality opportunities:		Ongoing
Parking Lot Greeters – Helping people find parking and assist those who need help getting to the Sanctuary, Sunday school, or Maxwell Hall.	Pastor Hollie/Radical Hospitality Team	
Visitor's Center – The center will serve coffee and provide information to visitors. This will part of the new construction / space section	Pastor Hollie/ Radical Hospitality Team	
Church Bus - The bus will be used to pick up people from retirement homes, shut-ins, and youth who need a ride to church.	Radical Hospitality Team and Trustees	
Coffee or Lunch with the Pastors – A scheduled time	Pastor Brett/	



for Visitors, Explorers, and Disciples to spend time getting to know the pastors quarterly.	Pastor Hollie	
Public Events Hospitality/Greeting Team – This will be a group from MUMC serving in the community as Goodwill Ambassadors.	Radical Hospitality Team/Outreach Team	
Caring Hospitality – These servants will coordinate needs during times of illness, surgery, bereavement, and births.	Stephen Ministers/UMW Bereavement Meal Groups	
Strategy 5: Inspire Disciples to reflect the hospitality of Jesus through service and attitude.	Congregation	Now, and for evermore.

Section 8: Communications

1 Corinthians 9:22 *“Among the weak in faith I become weak like one of them, in order to win them. So I become all things to all people, that I may save some of them by whatever means are possible.”*

Rationale:

As a Church, we are responsible for not only reaching our congregation with information, but our visitors and community. In modern churches, this has been recognized more as a priority with more emphasis being put on traditional communications and marketing as well as emerging technologies.

Just as the world has evolved into a more automated, instant and electronic environment, so must our Church. Not having the capabilities to reach our congregation, visitors and neighbors with the most popular and utilized forms of communication will hinder our growth and impact. All of the churches that the Strategic Planning Team visited were using new technology to better reach their congregation and even creating new opportunities for worship through these new technologies. The Church needs to change its approach to these technologies by utilizing them in more dedicated, calculated and intentional ways.

As it moves forward, the Church also has to remember those who are not using these new technologies and make information just as easily accessible to them.



Goal 1: Add an experienced Communications Manager as an additional Staff member to handle the internal and external Communications goals of the church. (See Administration Section.)

Goal 2: Insure that everything representing MUMC has a cohesive look and message

<i>Strategies</i>	<i>Person/Group Responsible</i>	<i>Time Period</i>
Strategy 1: Decide on one main logo for the church (that adheres to the UMC's guidelines on logos), a tag line and font to use on all material going forward.	Communications Manager	Fall 2013
Strategy 2: Make logo, tag line graphics and font available to the congregation for their needs.	Communications Manager	Fall 2013
Strategy 3: Oversee all items being printed with the logo before they are completed to insure consistency in the look and message.	Communications Manager	Fall 2013

Goal 3: MUMC needs the ability to better communicate to the congregation and community in the event of an emergency.

<i>Strategies</i>	<i>Person/Group Responsible</i>	<i>Time Period</i>
Strategy 1: Add duties for the Marketing and Communication manager in the Emergency Response Plan.	Trustees	Ongoing
Strategy 2: Maintain an updated database of contact information for the congregation including email, phone, text and develop plan for making mass contact with the congregation.	Membership/Financial Secretary	Ongoing



Goal 4: Improve our internal communications with our current congregation.

<i>Strategies</i>	<i>Person/Group Responsible</i>	<i>Time Period</i>
Strategy 1: Reevaluate the website and see if there are better ways to provide information to visitors and current congregation simultaneously without losing the impacted reach of either.	Communications Manager	ASAP
Strategy 2: Better utilize the email updates, website, Facebook page and Twitter to continually update our congregation on events at the church, and opportunities for service.	Communications Manager	ASAP
Strategy 3: Reevaluate the "Connect" and see if there are any ways to improve this communication.	Communications Manager	ASAP
Strategy 4: Take advantage of message boards and signs throughout the church campus to communicate information, announcements and scriptures. Keep them fresh and updated. Also, create a way for information and schedules currently presented online and in email to be made available to those not utilizing the internet.	Communications Manager	ASAP

Goal 4: Improve our communication with the community.

<i>Strategies</i>	<i>Person/Group Responsible</i>	<i>Time Period</i>
Strategy 1: Maintain the website with a focus on giving detailed information to visitors and new members.	Communications Manager	ASAP
Strategy 2: Maintain the general MUMC Facebook page (not the group) and keep it up to date with events that the community can take part in.	Communications Manager	ASAP
Strategy 3: Consistently give the newspaper any announcements about MUMC events for their religion section.	Communications Manager	ASAP
Strategy 4: Send press releases and photos to the newspaper to share our mission and outreach with	Communications Manager	ASAP



the community with the purpose of inviting others to join us.		
Strategy 5: Consider other forms of paid (billboards, visitor's guides, yearbook messages in school....) and free advertising (flyers at the Fort or hotels, adopt-a-highway....) that are appropriate to send out the message of our mission and worship.	Communications Manager	ASAP
Strategy 6: Maintain a good relationship with the Chamber of Commerce and other local organizations to stay current in community events and opportunities for MUMC to take part.	Communications Manager	ASAP

Goal 5: Improve the ability of congregation and visitors to find their way around campus.

<i>Strategies</i>	<i>Person/Group Responsible</i>	<i>Time Period</i>
Strategy 1: Create an updated map of the MUMC campus that can be used by visitors and congregation alike.	Communications Manager and Trustees	ASAP, update annually
Strategy 2: Buy new signage for the outside of each door, with one, consistent look, that helps to identify each room. Also add refillable, wall-mounted literature holders for each door that can be used to identify what group is meeting in that room that day.	Communications Manager and Trustees	2013 and with new construction

Goal 6: Keep an accurate record of our unique history and properly maintain our historical documents for view by our congregation and community.

<i>Strategies</i>	<i>Person/Group Responsible</i>	<i>Time Period</i>
Strategy 1: Create and maintain a permanent historical room with the help of a Historical Team.	Trustees	ASAP



Make sure all documents are well preserved.		
Strategy 2: Work with the Amelia Island Museum of History to create an oral history of MUMC from our elder members of the church.	Communications Manager	ASAP
Strategy 3: Send press releases/ historical information to local tour groups and local groups about the historical significance of our church.	Communications Manager	ASAP
Strategy 4: Update the current, written history of the church with our modern history.	Communications Manager/ Historical Team	ASAP

Section 10: Administrative

Acts 6:2-4,6 (as the early Church met the administrative needs of a growing community) *“Brothers and sisters, carefully choose from among you seven well-respected men from among you. They must be well respected and endowed by the Spirit with exceptional wisdom. We will put them in charge of this concern....The community presented these seven to the apostles, who prayed and laid their hands on them. God’s word continued to grow. The number of disciples in Jerusalem increased significantly.”*

Rationale:

Research through the Strategic Planning process revealed that growing churches in the United States are shifting to larger staff teams. The reason for this is simple. As the ministries and programs of a congregation grow, so too do the administrative needs. As Jim Harnish, pastor of Hyde Park UMC, described to us, the more volunteers a congregation has, the larger the staff must be to coordinate the efforts. Many of the programs and ministries that we offer now and hope to offer in days ahead require a full or part-time level of employment. In some areas, we are behind on staffing to meet even current needs (care and maintenance of the facility is one example). What follows are recommendations for needed staff positions at MUMC.



GOAL: To develop Staff support for MUMC to fulfill its mission and to meet the needs and challenges of ministry in the modern era.

<i>Strategies</i>	<i>Person/Group Responsible</i>	<i>Time Period</i>
<p>Strategy 1: Create Pastoral Apprenticeship Program. Bring on another elder to assist with Pastoral/Worship responsibilities. This person will be a Provisional Elder at minimum salary and the role will be designed to offer a community where she/he can learn the pastoral role, duties and responsibilities. Appointment will be for two years. This will allow for layering of worship services and better enable us to meet the pastoral care and needs of a growing congregation/community. It will also allow for the Minister of Discipleship to focus almost exclusively on programs, small group formation and service/outreach opportunities. It will provide a learning community for the Provisional elder and provide pastoral services for the MUMC congregation.</p>	SPR	24 Months (New appointment cycle would begin on July 1, 2014.)
<p>Strategy 2: Property Manager and Additional Custodial Staff: The current sexton position would shift to a property manager type position. The primary responsibility would be to coordinate maintenance of physical plant, do minor repairs and coordinate setup for activities. The cleaning responsibilities would shift to contract labor/cleaning service, to be managed and directed by the Property Manager. This will allow the congregation to adequately meet both cleaning and maintenance needs for an historic sanctuary and facility.</p>	SPR	December 2012
<p>Strategy 3: Hire part-Time Communications Manager. Church work and ministry in the current age requires sophisticated management of both communication strategies and technology. This person would be initially hired for 20 hours per week to handle Website/Facebook/Twitter communication. They would also manage both internal and external communication. Research indicates that growing and healthy congregations are adept at using technology and communication as a ministry tool. This takes an intentional and focused approach that comes with the development of a staff position. (See Communications</p>	SPR	1-12 months



Section.)		
Strategy 4: Connector/Servant Coordinator: As the focus of the church shifts to intentional discipleship formation it is going to require the development and maintenance of small group ministries, as well as various outreach ministries. As the congregation grows it is going to be difficult for one person to manage such responsibilities without being overwhelmed and quality diminishing due to increased capacity. This position will not necessarily be an ordained clergy person, but someone with a passion for disciple formation ministries and a willingness to assist the Minister of Discipleship.	SPR	12-24 months (perhaps starting earlier as a part time position.)
Strategy 5: Part-Time Minister of Pastoral Care: This would be a retired United Methodist Clergy person who would be willing to serve 20 hours per week to visit shut ins and homebound members. The Minister of Pastoral Care would ensure that this portion of the congregation remains cared for and connected. This person will also work closely with Stephen Ministers and Communion Servers and be available to do a day of hospital visitation.	SPR and Pastor Brett	36-60 months
Strategy 6: Be prepared to hire additional church and administrative staff as the church grows and responsibilities expand.	SPR and Administrative Council	As needed
Strategy 7: Maintain the current Strategic Planning Team as the Oversight Team for the current plan. Assign a member to oversee each section.	Strategic Planning Team	ongoing
Strategy 8: Develop a new Strategic Planning team to plan for the next 5 years.	Administrative Council and Trustees	60 months

Section 10: Space

Ezekiel 40:1-4 *“It was the tenth day of the new year, which was the twenty-fifth year after we had been taken into exile and the fourteenth year after Jerusalem was captured. On that day I felt the powerful presence of the Lord, and he carried me away. In a vision God took me to the land of Israel and put me on a high mountain. I saw in front of me a group of buildings that looked like a city. He took me closer, and I saw a man who shone like bronze. He was holding a linen tape*



measure and a measuring rod and was standing by a gateway. He said to me, Watch, mortal man. Listen carefully and pay close attention to everything I show you, because this is why you were brought here. You are to tell the people of Israel everything you see.”

Rationale:

Memorial United Methodist Church, now in its second century, has successfully served Nassau County from its present site in downtown Fernandina Beach. The below recommendations are based upon the Strategic Planning Team’s decision to keep MUMC growing on its current campus. For continued growth beyond this strategic plan, additional adjacent land would need to be acquired.

The Strategic Planning Team assumes that the capital campaign totals will include funds to cover the upgraded security systems, ADA compliance, audio/visual, furniture and technology enhancements. These items should be addressed during each relevant construction phase.

Brief Timeline History of Current MUMC Campus facilities:

Our church’s physical space has really evolved in 5 main phases. More specific details on our church’s facility history can be found in The First Methodist Church history of MUMC.

1926-1930 - Main Sanctuary and fellowship hall underneath sanctuary completed. Membership estimated at 170.

1951 – The three story classroom structure behind sanctuary completed. This marked the completion of the 25 year plan from the initial 6th and Centre ground breaking. Membership estimated in the 400 range.

1970 – One story educational wing completed. Elevator added to the three story classroom structure behind sanctuary. Membership estimated in the 550 range following membership roll purge.

1991 – Maxwell Hall Completed. Membership estimated at 780.

2001 – Partin Center acquired. Membership estimated at 1055



MUMC Approximate Growth Estimates

Based on 2010 Census Data projections and membership attrition and growth trends since 2010, the SPT is estimating a 3.5% increase in membership each year. The SPT further defines MUMC's area of membership influence as all of the 32034 zip code and the residents east of the Amelia Concourse (Home Depot, Winn Dixie and Publix Intersection). The 32034 zip code Includes all households on Amelia Island up AIA to Amelia Island Concourse South (North Hampton and Amelia National) and households on A1A up to Barnwell Rd. North (Lowes).

Census data reflects the following growth in this area:

1990-2000 = 36.1% growth

2000-2010 = 30.1% growth

2010-2015 Projected = 3.5% on-island and 11.8% off island East of Amelia Concourse.

Based on the above considerations, our membership projections for the strategic plan period are outlined below.

Year Ending 12/31	Membership Estimate	Year Ending 12/31	Membership Estimate
2013	1065	2018	1255
2014	1100	2019	1300
2015	1135	2020	1345
2016	1175	2021	1390
2017	1215	2022	1435

Goal 1: Recognizing that many of our existing structure's routine and short term maintenance programs have been postponed due to the Strategic Planning Process, a portion of the capital campaign funds will be allocated to the most necessary maintenance issues.

<i>Strategies</i>	<i>Person/Group Responsible</i>	<i>Time Period</i>
Strategy 1: Trustee's to develop the mission critical maintenance issues and estimated cost associated with each.	Trustees	Immediately



Goal 2: Plan for a 10-50 year growth strategy by executing “Right of First Offer” agreements with surrounding properties to include but not limited to the below properties:

Citizen State Bank building on the Northwest corner of 8th and Centre Street

Vacant lot North of Citizen State Bank building, South of Alachua between 8th and 7th

Private residence on the Southeast corner of 6th and Alachua

Vacant lots North of Alachua between 8th and 6th streets

Open dialogue with the city of Fernandina about future closure of 7th Street for campus expansion

<i>Strategies</i>	<i>Person/Group Responsible</i>	<i>Time Period</i>
Strategy 1: Form team to execute agreements.	Admin Council/Trustees	Immediately

Goal 3: Increase on campus parking by entering into partnership(s) with adjacent vacant lot owners with a usage agreement following execution of “Right of First Offer” agreements.

<i>Strategies</i>	<i>Person/Group Responsible</i>	<i>Time Period</i>
Strategy 1: Form team to execute agreement.	Admin Council	Immediately
Strategy 2: Partially clear and prepare vacant land with pervious material to allow for overflow MUMC parking	Admin Council	3-6 months



Goal 4: Improve current campus structures to achieve maximum capacity, increase usage, and sustain growth of our church.

<i>Strategies</i>	<i>Person/Group Responsible</i>	<i>Time Period</i>
Strategy 1: Increase Maxwell Hall worship capacity by 20% by reconfiguring the rear restrooms and classrooms and moving the AV equipment to an overhead loft position creating 20% more multifunction square footage. Gerry's Corner office to be relocated to Partin center during construction. Enclose the rear portion of the Maxwell Hall porch for storage.	Trustees	Immediately following Capital Campaign
Strategy 2: Implement the Trustee plan for Sanctuary restoration and three story education building remodel with modifications to choir loft and Promise Land (with additional rooms for rehearsals and storage) the altar area, enhancements and opening up the Narthex area for "connection" space. Plan must also include new Centre Street entrance (including front steps.)	Trustees	End of 2015 no later than end of 2013
Strategy 3: Renovate Sanctuary basement and kitchen into multi-use classrooms with moveable walls	Trustees	End of 2015
Strategy 4: Relocate PET project space to Maxwell Hall unfinished basement or to other optimal space.	Admin Council	End of 2015
Strategy 5: Construct an open outdoor visitor welcome center in the former location of the PET Project and an outdoor worship space and columbarium between the Partin Center and Sanctuary building replacing the Grace Chapel space.	Trustees	End of 2015
Strategy 6: Following completion of the sanctuary renovations, the existing education annex will be turned into Church offices and library and the Partin Center will become the adult meeting space and MUMC museum.	Trustees	Completed by end of 2015



Goal 5: Introduce new Connection Spaces to create an inviting campus which exemplifies our radical hospitality focus.

<i>Strategies</i>	<i>Person/Group Responsible</i>	<i>Time Period</i>
Strategy 1: Enclose the Educational Annex and Maxwell Hall “drop off” breeze way creating a Florida room “connection” space between Maxwell Hall and the educational annex.	Trustees	Immediately following Capital Campaign but no later than end of 2013
Strategy 2: Create a 6 th Street pick up and drop off covered portico as an extension of the breezeway enclosure on the 6th street extension.	Trustees	Immediately Following Capital Campaign but no later than end of 2013

Goal 6: To meet the current and anticipated educational needs of a growing intentional discipleship congregation, MUMC will increase small group and large group meeting space, provide a new Lamb Pre-School environment which meets updated APPLE and DCF standards and allows for growth of our early childhood Christian educational programs and provide a new youth center for continued youth program growth. (During this phase, Lamb Pre-school must remain open to maintain current licenses.)

<i>Strategies</i>	<i>Person/Group Responsible</i>	<i>Time Period</i>
Strategy 1: Construct new 3 story youth and education center east of current playground	Trustees	Completed by end of 2014



Section 11: Stewardship

Luke 6:38 “Giving, not getting, is the way. Generosity begets generosity.”

1 Timothy 6:18-19 “They are to do good, to be rich in good works, generous, and ready to share, thus storing up for themselves the treasure of a good foundation for the future, so that they may take hold of the life that really is life.”

“Giving helps us become what God wants us to be. Giving is not merely about the church’s need for money but about the Christian’s need to grow in generosity. Generosity is a fruit of the Spirit, a sign of our spiritual growth. God uses our giving to change the world for God’s purposes, and God uses our giving to reconfigure our interior lives and to change us!

-Excerpt from *Extravagant Generosity* by Robert Schnase

Rationale:

Memorial United Methodist Church is continually blessed with the generosity of its congregation. Our Finance Team has consistently prepared yearly budgets which have adequately addressed our financial needs for planned congregational growth, routine facility maintenance and annual operations expenses. These annual budgets have been equally funded by our annual tithes and pledges and weekly offerings. We have called upon our congregation to financially support individual missions with monthly mission emphasis focus and have spearheaded two special capital campaigns between 2006 and 2011 to raise additional funds for an Associate Pastor (2006) and a new bus (2011). Most importantly to our stewardship plan, we have maintained a healthy financial position without incurring any long term debt. As a matter of principle, our Church congregation has always been generous when the financial needs were warranted and the purpose was rational. For these reasons, the SPT wanted to take the opportunity to address the upcoming Stewardship needs to support this proposed plan.



GOAL: To develop an ongoing Stewardship plan and focus which will address the current and future financial needs of our church.

<i>Strategies</i>	<i>Person/Group Responsible</i>	<i>Time Period</i>
Strategy 1: Development of Capital Campaign initiative for maintenance and building needs.	Finance Team/ Administrative Council	Fall 2012 formation of Team, initiative begins following cost estimates being received
Strategy 2: Develop two different phases of our annual Stewardship campaign: Annual Giving for Operations in Fall and Annual Giving for Missions (which will replace the current, monthly Mission Emphasis) in Spring.	Finance. Stewardship and Missions Teams	2013 for Annual Giving campaign for Operations and Spring 2014 for Annual Giving Missions
Strategy 3: To grow MUMC Endowment fund to \$500,000 to annually fund the ongoing campus maintenance budget items.	Finance, Endowment, and Capital Campaign Teams	January 2013
Strategy 4: Affirm debt management strategy in which we will receive donations and pledges of 50% of our projects costs.	Finance and Capital Campaign Teams	Ongoing

Section 12: Stop Doing

Rationale:

All ministries and programs have a natural life span and should be reconsidered every few years. They should be evaluated for effectiveness, maintenance, and alignment with the Mission and Vision. As the SPT studied and visited other churches, it was evident that the more a church emphasized its strengths, the stronger the church became.



Goal 1- Ensure that all programs and ministries effectively meet the Mission of the Church.

<i>Strategies</i>	<i>Person/Group Responsible</i>	<i>Time Period</i>
Strategy 1: Create a platform for evaluating the programs and ministries of the Church.	Program leaders and Administrative Council	Ongoing (with approval of Annual Ministry Plan.)

Conclusion:

The Strategic Planning Team proudly offers this plan to the Administrative Council and fellow members of MUMC as a unanimous and dedicated effort that took a full year to complete. The SPT has been honored and humbled to work on this project for the church we love. Everyone on the team feels that they have grown in their relationship with God through this process and each took great care to listen to God's call for MUMC during every step.

This strategic plan is not the final answer. Rather, it is a living document that can be used and shaped by leaders over the plan's period (2013 – 2017) to guide and promote the actions necessary to achieve our vision. Therefore, it should be reviewed as necessary and modified in light of changing circumstances. As a commitment to the implementation of this plan, the SPT will be available to the Administrative Council for any strategic planning modifications and adjustments which are deemed necessary.