



# New Horizons on the Road of Discipleship

Williamsburg United Methodist Church  
Strategic Plan  
2018-2022

## **Mission**

Our mission is to make disciples for Jesus Christ in historic Williamsburg and beyond by welcoming our neighbors, nurturing our faith, and transforming the world.

## **Goals**

- Attract and welcome everyone who walks through our doors and create an engaging environment so they want to return repeatedly to WUMC.
- Integrate members and friends of the congregation more fully on the “Road of Discipleship” in order to deepen their relationship with God through Jesus Christ.
- Carry on the traditions demonstrated by our members' prayers, presence, gifts, service, and witness with the view of continuing the legacy of Williamsburg United Methodist Church serving the greater Williamsburg community since 1807 while, at the same time, exploring new expressions of worship and service.
- Be widely recognized in the greater Williamsburg community as a faith community dedicated to improving the condition of those in need.

## **Objectives**

### ***Welcome Our Neighbors***

- Promote the WUMC worship experience to the greater Williamsburg community resulting in at least twenty new individual adult visitors attending a worship service each quarter -- including services such as Messy Church and Contemporary Worship.
  - The Staff Parish Relations Committee ("SPRC") shall create a job description for a paid Marketing staff position -- including the requirement for experience in marketing churches, create a search committee to evaluate candidates, and select the most qualified applicant. At a minimum, the search committee shall include representatives from the Communications Committee, Welcome and Hospitality Committee, the Director of Youth Ministries, and a Church Council Representative.
  - SPRC, supported by the Welcome and Hospitality Committee and by the Communications Committee, shall evaluate and coordinate the execution of the Marketing position contract.

- Promote WUMC programs to the greater Williamsburg community resulting in at least ten new individual visitors to WUMC programs each quarter.
  - The Staff Parish Relations Committee ("SPRC") shall create a job description for a paid Marketing staff position -- including the requirement for experience in marketing churches, create a search committee to evaluate candidates, and select the most qualified applicant. At a minimum, the search committee shall include representatives from the Communications Committee, Welcome and Hospitality Committee, the Director of Youth Ministries, and a Church Council Representative.
  - SPRC supported by the Communications Committee shall evaluate and coordinate the execution of the Marketing position contract.
  
- Promote WUMC to families (at least one adult and one child) resulting in at least five new visitor-families attending worship services and/or programs each quarter.
  - The Staff Parish Relations Committee ("SPRC") shall create a job description for a paid Marketing staff position -- including the requirement for experience in marketing churches, create a search committee to evaluate candidates, and select the most qualified applicant. At a minimum, the search committee shall include representatives from the Communications Committee, Welcome and Hospitality Committee, the Director of Youth Ministries, and a Church Council Representative.
  - SPRC supported by the Communications Committee shall evaluate and coordinate the execution of the Marketing position contract.
  
- Promote WUMC to children (grades pre-K through 5) of the greater Williamsburg community so that new participation in children's programs grows by five people in the first year, an aggregate total of 10 in the second year, and an aggregate total of 20 in the third year of this plan's execution.
  - A newly created staff position of Director of Children's Ministries, supported by the Communications Committee, shall coordinate with a newly hired staff Marketing person with regard to children's programs and ministries.
  
- Promote WUMC to the youth (grades 6-12) of the greater Williamsburg community so that new participation in youth programs grows by five people in the first year, an aggregate total of 10 in the second year, and an aggregate total of 20 in the third year of this plan's execution.
  - Director of Youth Ministries, supported by the Council on Ministries With Young People and the Communications Committee, shall coordinate with a newly hired staff Marketing person with regard to youth programs and ministries.

- Create a welcoming and engaging environment so that 50% of visitors return at least three times within 3 months to participate in the WUMC experience.
  - The Welcome and Hospitality Committee, supported by a newly created sub-committee on Welcome and Engagement, shall establish a program that tracks visitor attendance at all worship services, ministry activities, committee meetings, and church program events. Whenever any visitor does not return, they will ensure action is taken by the appropriate member of the ministerial staff, program staff, or committee staff to re-engage them.
  - The Board of Trustees, supported by the Welcome and Hospitality Committee, and the Worship Committee, shall develop a three-year plan for modifying the Church property so that it is more welcoming, engaging, and physically appears integrated into the digital age.
  - The Board of Trustees shall report annually to the Church Council regarding the execution of the three-year plan including modifications to the plan as appropriate.
  - The Welcome and Hospitality Committee, as part of the Connect 101 experience, shall survey people seeking to become more deeply engaged with WUMC to determine if they have found WUMC a physically, culturally, and socially welcoming environment.

### ***Nurture Our Faith***

- Increase attendance at all worship services by 5% semi-annually -- including services such as Messy Church and Contemporary Worship.
  - The Welcome and Hospitality Committee, supported by a newly created sub-committee on Welcome and Engagement, the Council on Ministries With Young People, and the Messy Church Planning Team shall establish a program that tracks individual attendance at all worship services, ministry activities, committee meetings, and church program events. Whenever any visitor, WUMC member, friend, or repeat guest who is engaged in WUMC in some form is absent, action is taken by the appropriate member of the ministerial staff, program staff, or committee staff to re-engage them.
  - The Minister of Congregational Care shall lead the effort on all matters related to Pastoral Care concerning everyone who participates in the Church's worship services, ministries, or programs.

- Increase attendance at any WUMC Christian education program that contributes to wisdom and knowledge -- including Sunday school, by 5% semi-annually.
  - The Director of Christian Education and Discipleship supported by a newly created position of Director of Children's Ministries, the Director of Youth Ministries, and the Council on Ministries With Young People shall develop a unified educational program that supports the Church's effort to lead the Congregation on the "Road of Discipleship."
  - The Director of Christian Education and Discipleship shall equip and enable the laity to use their gifts so they serve God in ministry to others within and beyond the Congregation as they move along the "Road of Discipleship."
- Increase participation in church programs or ministries by 5% semi-annually.
  - The Associate Pastor, supported by the Director of Youth Ministries, a newly created Director of Children's Ministries, the Minister of Congregational Care, the Director of Christian Education and Discipleship, Director of Youth and Children's Music Programs, two lay people appointed by the Church Council Chair, the Council on Ministries With Young People, the Local and Global Outreach Committees, the Wesley Foundation Committee, the Director of Music Ministries, the Director of Early Childhood Music School, the Director of the Respite Care Program, and the Director of the Mothers Day Out Program shall create a Unified and Integrated Program of Worship Services, ministries, and programs that leads the Congregation on the "Road of Discipleship." *Inter alia*, it shall focus on serving the spiritual needs of all age groups by sustaining traditional worship experiences and by adding fresh expressions of worship as appropriate. Under the leadership of the Associate Pastor, the group creating the program shall see their role as a council ministering to the Church's spiritual needs through nurture, outreach, and witness.
- Increase professing membership so that it will be 10% higher than the declining number reported at the church's annual charge conference.
  - The Welcome and Hospitality Committee supported by the Worship Committee shall create and monitor a program that leads new visitors along a pathway to church membership.

- Grow total congregational monetary contribution to the operating budget so that it represents a 7% total increase over five years.
  - The Committee on Finance, in coordination with the Committee on Endowments, shall create a 5-year Financial Plan. At a minimum, the Plan shall support the Unified and Integrated Program described above, create an accelerated debt retirement plan, build a capital reserve fund of sufficient size to meet all capital costs projected by "Facility Dude," 2018-2022, and show a total increase in revenue to the operating budget of 7% over the five years.

### ***Transform the World***

- Receive semi-annual recognition – external to WUMC, as a public service organization doing good works throughout the greater Williamsburg community and the world.
  - The Communications Committee supported by the newly created Marketing staff position shall, quarterly, report to the Church Council regarding community recognition of WUMC.
- Allocate 25% of annual discretionary income to community and global support programs such as those pursued by the Local and Global Outreach Committees, ECMS /Respite Care/MDO, and Wesley Foundation.
  - The Committee on Finance, in coordination with the Committee on Endowments, shall create a 5-year Financial Plan. At a minimum, the Plan shall support the Unified and Integrated Program described above, create an accelerated debt retirement plan, build a capital reserve fund of sufficient size to meet all capital costs projected by "Facility Dude", 2018-2022, and show a total increase in revenue to the operating budget of 7% over the five years.
- Deploy three international mission trips annually.
  - At the end of each calendar year, the Global Outreach Committee supported by the Committee on Endowments, shall submit to the Church Council, for its approval, a plan for international ministry trips for the following year.
- Deploy three domestic mission trips annually.
  - At the end of each calendar quarter, the Global Outreach Committee in coordination with the Committee on Endowments shall submit to the Church Council, for its approval, its plan for domestic ministry trips for the following twelve months.

- Conduct three annual Greater Williamsburg Area event-focused activities transforming people's lives.
  - At the end of each calendar year, the Local Outreach Committee in coordination with the Committee on Endowments, shall submit to the Church Council, for its approval, a plan for Greater Williamsburg Area event-focused activities for the following twelve months.

## Tasks

### ***Associate Pastor***

The ***Associate Pastor***, supported by the Director of Youth Ministries, a newly created Director of Children's Ministries, the Minister of Congregational Care, the Director of Christian Education and Discipleship, Director of Youth and Children's Music Programs, two lay people appointed by the Church Council Chair, the Council on Ministries With Young People, the Local and Global Outreach Committees, the Wesley Foundation Committee, the Director of Music Ministries, the Director of Early Childhood Music School, the Director of the Respite Care Program, and the Director of the Mothers Day Out Program shall create a Unified and Integrated Program of Worship Services, ministries, and programs that leads the Congregation on the "Road of Discipleship." *Inter alia*, it shall focus on serving the spiritual needs of all age groups by sustaining traditional worship experiences and by adding fresh expressions of worship as appropriate. Under the leadership of the Associate Pastor, the group creating the program shall see their role as a council ministering to the Church's spiritual needs through nurture, outreach, and witness.

### ***Minister of Congregational Care***

The ***Minister of Congregational Care*** shall support the Associate Pastor in creating a Unified and Integrated Program of worship Services, ministries, programs and study groups.

The ***Minister of Congregational Care*** shall lead the effort on all matters relating to Pastoral Care concerning everyone who participates in the Church's worship services, ministries, and programs.

### ***Director of Youth Ministries***

The ***Director of Youth Ministries***, supported by the Council on Ministries With Young People and the Communications Committee, shall coordinate with a newly hired staff Marketing person with regard to youth programs and ministries.

The **Director of Youth Ministries** shall work in conjunction with the Associate Pastor in creating a Unified and Integrated Program of worship Services, outreach ministries, programs and study groups for ages 11-18.

The **Director of Youth Ministries** shall work in conjunction with the Director of Christian Education and Discipleship in creating a unified educational program for ages 11-18.

### ***Director of Children's Ministries***

A newly created staff position of **Director of Children's Ministries**, supported by the Communications Committee, shall coordinate with a newly hired staff Marketing person with regard to children's programs and ministries.

The **Director of Children's Ministries** shall work in conjunction with the Associate Pastor in creating a Unified and Integrated Program of worship Services, outreach ministries, programs and study groups.

The **Director of Children's Ministries** shall work in conjunction with the Director of Christian Education and Discipleship in creating a unified educational program for ages 3-10.

### ***Director of Christian Education and Discipleship***

The **Director of Christian Education and Discipleship** supported by a newly created position of Director of Children's Ministries, the Director of Youth Ministries, and the Council on Ministries With Young People shall develop a unified educational program that supports the Church's effort to lead the Congregation on the "Road of Discipleship."

The **Director of Christian Education and Discipleship** shall equip and enable the laity to use their gifts so they serve God in ministry to others within and beyond the Congregation as they move along the "Road of Discipleship."

The **Director of Christian Education and Discipleship** shall collaborate with the Associate Pastor in creating a Unified and Integrated Program of worship Services, ministries, programs and study groups.

### ***Staff Parish Relations Committee***

The **Staff Parish Relations Committee (SPRC)** shall review and revise all staff job descriptions so that they: (1) are current; (2) equip and empower the laity to be active leaders carrying out the ministry of the church; and (3) are consistent with this Strategic Plan.

**SPRC**, The Staff Parish Relations Committee shall create a job description for a paid Marketing staff position -- including the requirement for experience in marketing churches, create a search committee to evaluate candidates, and select the most qualified applicant. At a minimum, the search committee shall include representatives from the Communications Committee, Welcome and Hospitality Committee, the Director of Youth Ministries, and a Church Council Representative.

**SPRC**, supported by the Welcome and Hospitality Committee and by the Communications Committee, shall evaluate and coordinate the execution of the Marketing position contract.

**SPRC** shall appoint a program staff person to supervise the performance of the newly hired Marketing person.

**SPRC**, supported by the Director of Youth Ministries, shall create a job description for a Director of Children's Ministries, conduct a search for candidates, and select the most qualified applicant.

### ***Communications Committee***

The ***Communications Committee*** shall improve internal communications among church leaders by exploiting modern, digitally-based communications tools.

The ***Communications Committee***, in support of the SPRC, shall assist in the creation of a job description for a paid Marketing staff position, conduct a search for candidates, and forward a recommendation on the best candidate to the Church Council for its approval.

The ***Communications Committee***, in support of the SPRC, shall assist in evaluating and supervising the execution of the Marketing position contract.

The ***Communications Committee*** shall support the Director of Children's Ministries shall coordinate with a newly hired staff Marketing person with regard to children's programs and ministries.

The ***Communications Committee*** shall assist the Director of Youth Ministries and the Council on Ministries With Young People as they coordinate with a newly hired staff Marketing person regarding youth programs and ministries.

The ***Communications Committee*** supported by the newly created Marketing staff position shall, quarterly, report to the Church Council regarding community recognition of WUMC.

## ***Board of Trustees***

The ***Board of Trustees***, supported by the Welcome and Hospitality Committee, and the Worship Committee, shall develop a three-year plan for modifying the Church property so that it is more welcoming, engaging, and physically appears integrated into the digital age.

The ***Board of Trustees*** shall report annually to the Church Council regarding the execution of the three-year plan including modifications to the plan as appropriate.

## ***Welcome and Hospitality Committee***

The ***Welcome and Hospitality Committee***, supported by a newly created sub-committee on Welcome and Engagement, the Council on Ministries With Young People, and the Messy Church Planning Team shall establish a program that tracks individual attendance at all worship services, ministry activities, committee meetings, and church program events. Whenever any visitor, WUMC member, friend, or repeat guest who is engaged in WUMC in some form is absent, action is taken by the appropriate member of the ministerial staff, program staff, or committee staff to re-engage them.

The ***Welcome and Hospitality Committee*** shall support the SPRC and the Communications Committee in evaluating and supervising the execution of the Marketing position contract.

The ***Welcome and Hospitality Committee*** supported by the Worship Committee shall create and monitor a program that leads new visitors along a pathway to church membership.

The ***Welcome and Hospitality Committee*** shall support the Trustees in developing a three-year plan for improving the Church property so that it is more welcoming, engaging, and physically appears integrated into the digital age.

The ***Welcome and Hospitality Committee***, as part of the Connect 101 experience, shall survey people seeking to become more deeply engaged with WUMC to determine if they have found WUMC a physically, culturally, and socially welcoming environment.

## ***Committee on Finance***

The ***Committee on Finance***, in coordination with the Committee on Endowments, shall create a 5-year Financial Plan. At a minimum, the Plan shall support the Unified and Integrated Program described above, create an accelerated debt retirement plan, build a capital reserve fund of sufficient size to meet all capital costs projected by "Facility Dude," 2018-2022, and show a total increase in revenue to the operating budget of 7% over the five years.

### ***Global Outreach Committee***

At the end of each calendar year, the ***Global Outreach Committee*** in coordination with the Committee on Endowments, shall submit to the Church Council, for its approval, a plan for international ministerial trips for the following year.

At the end of each calendar quarter, the ***Global Outreach Committee*** in coordination with the Committee on Endowments shall submit to the Church Council, for its approval, its plan for domestic ministerial trips for the following twelve months.

The ***Global Outreach Committee*** shall support the Associate Pastor in creating a Unified and Integrated Program of worship Services, ministries, programs and study groups.

### ***Local Outreach Committee***

At the end of each calendar year, the ***Local Outreach Committee***, supported by the Committee on Endowments, shall submit to the Church Council, for its approval, a plan for Greater Williamsburg Area event-focused activities for the following twelve months.

The ***Local Outreach Committee*** shall support the Associate Pastor in creating a Unified and Integrated Program of worship Services, ministries, programs and study groups

### ***Committee on Endowments***

The ***Committee on Endowments*** shall work in conjunction with the Committee on Finance in creating a 5-year Financial Plan. At a minimum, the Plan shall support the Unified and Integrated Program described above, create an accelerated debt retirement plan, build a capital reserve fund of sufficient size to meet all capital costs projected by "Facility Dude," 2017-2022, and show a total increase in revenue to the operating budget of 7% over the five years.

The ***Committee on Endowments*** shall work in conjunction with the Global Outreach Committee when it submits to the Church Council a plan for international ministerial trips.

The ***Committee on Endowments*** shall work in conjunction with the Local Outreach Committee, when it submits to the Church Council a plan for Greater Williamsburg Area event-focused activities.

### ***Council on Ministries With Young People***

The ***Council on Ministries With Young People*** shall coordinate with the Director of Youth Programs, in supervising a paid staff Marketing person with regard to youth programs and ministries.

The ***Council on Ministries With Young People*** shall work in conjunction with the Associate Pastor in creating a Unified and Integrated Program of worship Services, ministries, programs and study groups.

The ***Council on Ministries With Young People*** shall work in conjunction with the Director of Christian Education and Discipleship in creating a unified educational program for all age groups, age 3 and older

### ***Wesley Foundation Committee***

The ***Wesley Foundation Committee*** shall support the Associate Pastor in creating a Unified and Integrated Program of worship Services, ministries, programs and study groups.

### ***Early Childhood Music School***

The ***Director of the Early Childhood Music School*** shall work in conjunction with the Associate Pastor in creating a Unified and Integrated Program of worship Services, ministries, programs and study groups.

### ***Respite Care Program***

The ***Director of the Respite Care Program*** shall work in conjunction with the Associate Pastor in creating a Unified and Integrated Program of worship Services, ministries, programs and study groups.

### ***Mothers Day Out Program***

The ***Director of the Mothers Day Out Program*** shall work in conjunction with the Associate Pastor in creating a Unified and Integrated Program of worship Services, ministries, programs and study groups.

## ***Worship Committee***

The ***Worship Committee*** shall support the Board of Trustees, in developing a three-year plan for improving the Church property so that it is more welcoming, engaging, and physically appears integrated into the digital age.

The ***Worship Committee*** shall support the Welcome and Hospitality Committee in creating and monitoring a program that leads new visitors along a pathway to church membership.

## ***Sub-Committee on Welcome and Engagement***

The ***Sub-Committee on Welcome and Engagement*** shall work in conjunction with the Welcome and Hospitality Committee in establishing a program that tracks individual attendance at all worship services, ministry activities, committee meetings, and church program events. Whenever any visitor, WUMC member, friend, or repeat guest who is engaged in WUMC in some form is absent, action is taken by the appropriate member of the ministerial staff, program staff, or committee staff to re-engage them.

The ***Sub-Committee on Welcome and Engagement*** will develop and supervise the execution of a plan to create greater engagement among all worship service regular attendees, visitors, and guests.

## ***Messy Church Planning Team***

The ***Messy Church Planning Team*** shall work in conjunction with the Welcome and Hospitality Committee in establishing a program that tracks individual attendance at all worship services, ministry activities, committee meetings, and church program events. Whenever any visitor, WUMC member, friend, or repeat guest who is engaged in WUMC in some form is absent, action is taken by the appropriate member of the ministerial staff, program staff, or committee staff to re-engage them.

## ***Church Council***

***Church Council*** is responsible for ensuring the execution of this strategic plan.

***Church Council*** will appoint a Strategic Plan Implementation Committee to oversee the execution of this Strategic Plan.

**Church Council** shall conduct, each January, a comprehensive review of this plan with the January 2018 review focused on creating a church-wide Welcoming Ministry. Subsequent annual reviews will focus on revising this plan based on the previous year's experiences.

### ***Senior Pastor***

The **Senior Pastor** -- in his role to preach and teach the Scriptures and to engage the people in study and witness -- shall oversee the Associate Pastor's and Director of Christian Education and Discipleship's plans as they develop their respective sections of the program: the "Road of Discipleship."

The **Senior Pastor** -- as the Senior Administrative Officer of WUMC -- will assist the Church Council in monitoring and supporting the implementation of this Strategic Plan and assure that the organizational concerns of the congregation are adequately addressed during the plan's implementation.

The **Senior Pastor** shall set the theological tone consistent with the broad roof of United Methodist theology and practice.