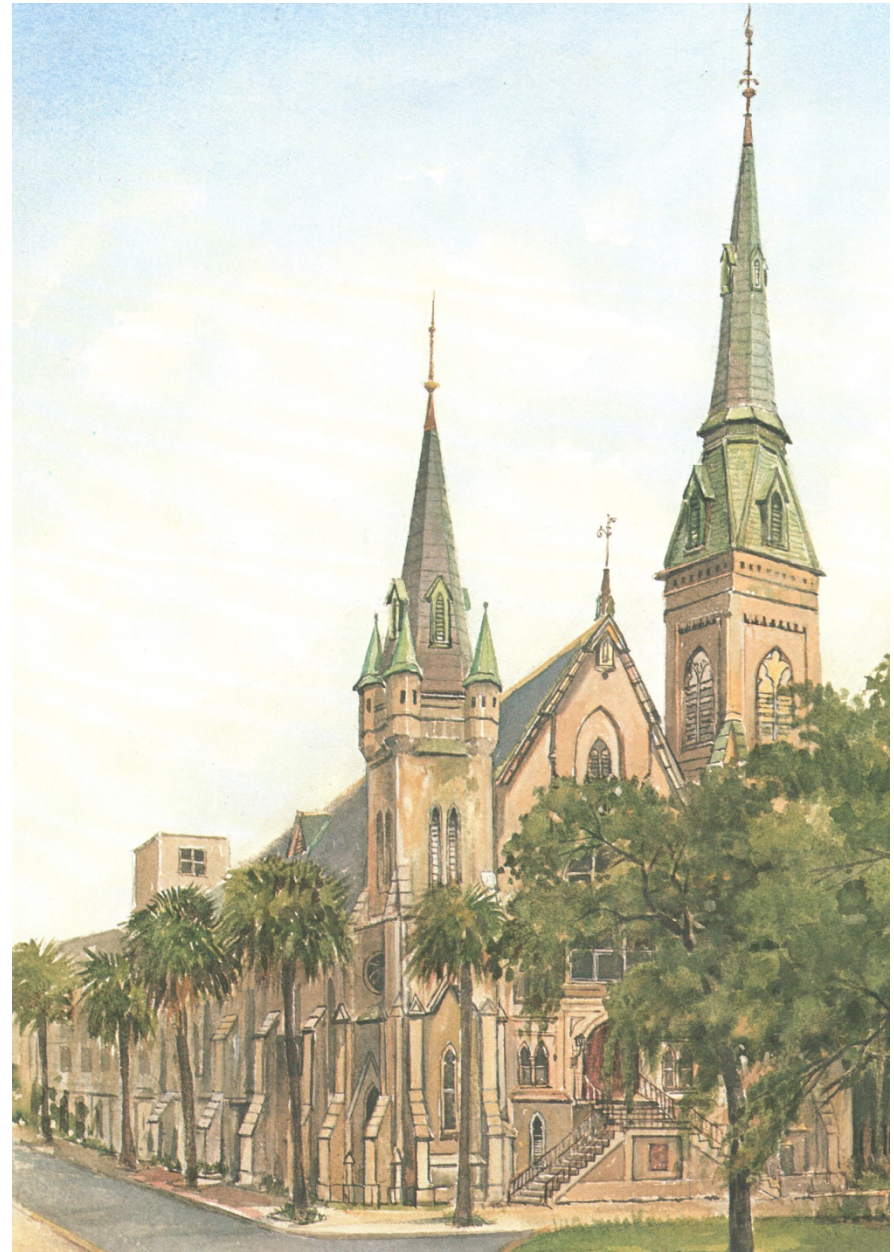


Wesley Monumental United Methodist Church

Strategic Plan 2022-2023

Approved August 29, 2022



Wesley Monumental United Methodist Church: Strategic Plan 2022

Summary: Developing the 2022-2023 Strategic Plan began on March 6, 2022, with a retreat to identify goals and strategies and assign responsible persons, schedule and measure of achievement that would be needed to implement each identified target. Attendees reviewed prior work from 2017-2020 that identified strengths, weaknesses, opportunities and threats (SWOT analysis) as a baseline, but then expanded the prior work to add 28 other areas of focus or concern, including input from the pastoral leadership. Acknowledging constraints of time, money and staff, the planning group by consensus narrowed the list to seven goals: 1) Renovating the Educational Building as the strategy to meet current and growing needs in youth programs, music and ADA compliance as well as the building's needed capital maintenance; 2) Updating communications, including website and social media, to expand offerings for spiritual formation in this post-COVID era; 3) Considering expansion of Eli's Place to meet increasing needs and grow program as a contributor to attracting younger members and growing their family's faith; 4) Focusing on youth to help solidify and grow their faith; 5) Encouraging more participation in prayer to grow our relationship with God and expanding programs at Wesley Gardens to strengthen and grow faith; 6) Continuing mission and outreach as an evangelistic expression of the congregation's collective faith and witness; 7) Revitalizing and expanding Sunday school post-COVID to grow faith and strengthen discipleship.

Whether also referred to as a roadmap or blueprint, a strategic plan should articulate our destination and direction, and most strategic plans look beyond one year; however, because of pending United Methodist Church denominational decisions, this plan will be limited to one year. Despite uncertainty, by consensus the planning group decided to move forward rather than become bogged down until any conference decision.

Bottom line: The overarching theme was that Wesley Monumental United Methodist Church remains spiritually and financially sound, should continue its good works and should build upon or expand programs due to need and opportunity—all as the foundation to building and growing faith. The retreat did not reveal any surprising goals to the pastoral leadership, which speaks highly that leadership remains attuned to congregational care and needs. In fact, work is already underway to implement almost all of the strategies. Herein you will find:

- I. Presentation of the goals and strategies.
- II. Graphic panels that summarize the work to develop the 2022-2023 Strategic Plan
- III. Notes from the March 6, 2022 Retreat that developed the 2022-2023 Strategic Plan
- IV. Prior committee work (Final Notes: February 27, 2017) on SWOT Analysis and five key areas

WMUMC Strategic Plan 2022-2023
Approved 8-29-22

Goal	Strategy	Needed Action	Time	Lead Person	Measure
1 Expand facilities to meet WMUMC's growing programmatic needs consistent with conforming our faith, adhering to legal requirements (ADA) and modernizing accessibility	<i>Renovate Educational Bldg for identified highest-priority needs: Eli's Place, youth, music, ADA requirements and elevator renovation</i>	1. Assess programmatic space needs for Eli's Place, music, youth programs and ADA updates and draft a Scope of Work for architectural-engineering services	Summer 2022	Jimmy F.	Drafted Scope of Work based on current and future need
		2. Seek proposals for A-E contract to refine and undertake Scope of Work (pending Trustees' approval of funding estimate)--Input from users and staff	Fall 2022	Jimmy F.	A-E firm confirms space plan will meet space needs
		3. Determine amount of needed funding based on A-E project estimates	Fall 2022	Jimmy F.	A-E firm provides "Estimate of Probable Cost"
		4. Launch congregational campaign to fund the Education Building project; appoint campaign chairman and committee	Fall 2022	Admin. Board	Funding to move forwarded (collected or pledged)
		5. Start construction	Spring 2023	Jimmy F.	Contract executed

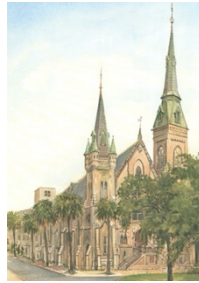
Goal	Strategy	Needed Action	Time	Lead Person	Measure
		6. Construction complete	Summer 2024	Jimmy F.	Ribbon cut
2 Update communications/ technology to expand offerings for spiritual formation (worship, Sunday school, prayer), in view of post COVID-19	<i>Reformat website to improve and expand on-line access to WMUMC's worship services, Sunday school and other programs; expand communication</i>	1. Contract w/ website developer for needed Scope of Work	Under way	Leslie W./ Comm. Committee	New and improved website launches in Fall 2022
		2. Campaign--Inform congregation of improved and expanded ways of communications and assist in transition, as needed	Summer and Fall 2022	Leslie W./ Comm. Committee	Track use of website past vs. present (report)
	<i>Add staff position to manage social media, web maintenance and other technology</i>	1. Requires Trustees' approval to increase operating budget to add additional staff person or by contract	Under way	Trustees	Decision made whether to fund added staff
		2. Write job description and begin to seek candidates	Under way	Leslie W./ Comm. Committee	Job search begins
		3. Employ or contract	Fall 2022	Leslie W./ Comm. Committee	Employment or contract offered and approved

Goal	Strategy	Needed Action	Time	Lead Person	Measure
(#2 Continued)	<i>Continue YouTube and ZOOM as alternatives for attendance for Sunday's worship service or Sunday school classes</i>	Maintain volunteer corps and seek other volunteers who agree to train and avoid over-reliance on just a few	Under way	Staff	Rotating schedule with pool of volunteers
3 Consider expanding Eli's Place to meet increasing needs, upgrade facilities and grow program as a contributor to attracting younger members and growing their family's faith	<i>See Strategy #1 (goal tied to Educational Building)</i>	See #1 for Needed Action (tied to Educational Building)	See #1 for Time	Charlie W./ Jimmy F.	Initial work will require A/E contract and funding plan
4 Focus on ministry of youth as they grow in age to solidify their faith, esp. as they advance through critical stages for faithful obedience	<i>Focus on improved/enhanced youth transition 4th/5th grade</i>	Develop staffing plan with financial analysis since current staffing strained to meet added focus	Summer 2022	Staff	Completed staffing and funding plans
	<i>Focus on ways to engage more faith-based activities for middle-high school youths (and families)</i>	Develop staffing plan with financial analysis since current staffing strained to meet added focus (same as above)	Summer 2022	Staff	Completed staffing and funding plans

Goal	Strategy	Needed Action	Time	Lead Person	Measure
(#4 Continued)	<i>Focus on ways to engage more faith-based activities for senior-high school youths (and families)</i>	Develop staffing plan with financial analysis since current staffing strained to meet added focus (same as above)	Summer 2022	Staff	Completed staffing and funding plans
5 Encourage more participation in prayer to grow our relationship with God	<i>Increase participation in Prayer Partners through congregational reminds that God answers prayers formed through inspiration, thoughts, spiritual feelings, and to guide the actions of other people</i>	Increase communications through improved website and printed material, beginning with National Day of Prayer	Summer 2022	Staff, Sue Ellis	Increased # of Prayer Partners + other offerings for collective and individual prayer time
	<i>Consider neighborhood prayer meetings and Bible study to broaden spiritual formation and confirmation through geo-coding project</i>	Develop geo-coding project to identify neighborhoods of Wesley members for purposes of Bible study, meets and greets and ride-share	Summer 2022	Jennifer B./, Pat M.	Data available about Wesley members by neighborhood

Goal	Strategy	Needed Action	Time	Lead Person	Measure
(#5 Continued)	<i>Increase offerings at Wesley Gardens to encourage events that increase spiritual formation (beyond summer program)</i>	Encourage increased use of Wesley Gardens for prayer events, both group and individual access, as well as other programs	Summer 2022	Staff	Published new schedule related to events at Wesley Gardens and encourage individual visitation for prayer and reflection
6 Continue WMUMC's Mission and Outreach programs as evangelistic expression of congregation's collective faith and witness	<i>Support community programs that help serve the needy consistent with Christ's teachings</i>	Continue support of Wesley Community Center and Urban Hope; continue partnership with Family Promise to build homes for transitional homeless (in 2022, one renovation and one new construction)	Underway	Staff, Missions Committee	Continue service through funding, leading food drives, and participating in events

Goal	Strategy	Needed Action	Time	Lead Person	Measure
(#6 Continued)	<i>Consider "Stockholder Concept" (e.g. Alternative Christmas giving) that creates investors/sponsorships for gifts (i.e. KY mission trip, Christmas giving, international missions)</i>	Replicate initiatives which offer stocks for good works (i.e. charitable giving as gifts); can be offered during Christmas celebration or for special events	Underway	Missions Committee	Stockholder program implemented
7 Revitalize and expand Sunday School and mid-week Bible studies in this post-COVID era to grow faith and strengthen discipleship	<i>Utilize technology to invite participation in Sunday school classes and as invitation to grow faith outside of the congregation</i>	Continue use of ZOOM as alternative way to participate in Sunday School and mid-week Bible studies	Underway	Staff	Zoom link created and offered
	<i>Invite more participation in Sunday school classes</i>	Communicate Sunday school options and each class' focus	Underway	Staff	Bulletins, Messenger and other communications note options
		Begin program to "certify" congregation members to become Sunday school leaders	Fall 2022	Staff	Classes offered and Sunday school roster created
	<i>Increase discipleship for WMUMC young adults</i>	Begin Sunday school class for young adults	Summer 2022	Staff	Class offered



GRAPHIC PRESENTATION OF RETREAT AND STRATEGIC PLAN

Brittany Curry, a local artist, attended the March 6, 2022, retreat, and captured key discussion points and strategies in a unique format. Her work is an unusual blend of insightful graphics mixed with an extraordinary level of detail that captures the essence of any event. She has created a niche since few others, if any, can offer both talents in a singular person.

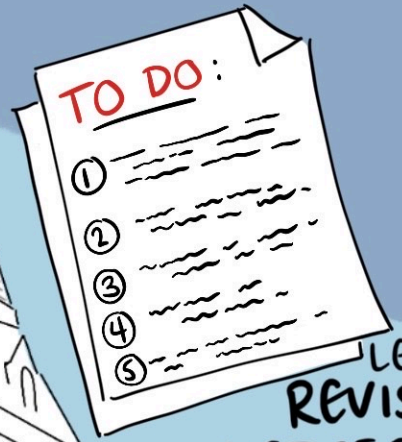
WE'VE BEEN THROUGH A LOT OF

CHANGE

SINCE THE LAST TIME WE WERE TOGETHER



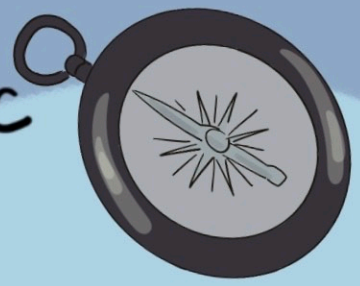
MARCH 2020



LET'S REVISIT OUR LIST OF PRIORITIES & SEE WHAT WE NEED TO EXPAND

A STRATEGIC PLAN

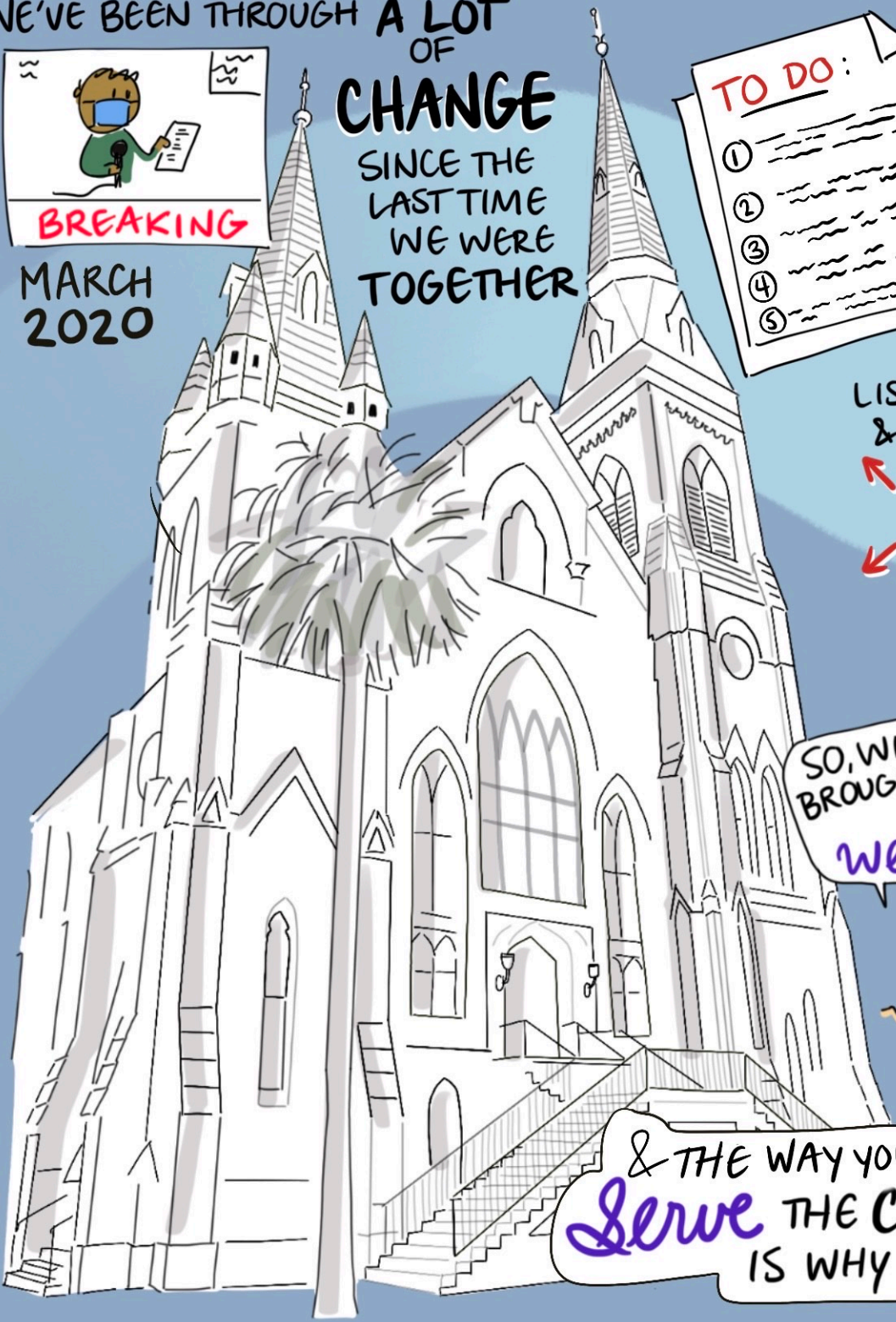
IS LIKE A COMPASS



IT GIVES US DIRECTION TO OUR

Destination

3/6/22



WESLEY MONUMENTAL UNITED METHODIST CHURCH



SO, WHAT BROUGHT YOU TO Wesley?

TRADITIONAL MUSIC

GOOD PREACHING

& THE CHILDREN'S MINISTRY



& THE WAY YOU Serve THE COMMUNITY IS WHY WE STAY

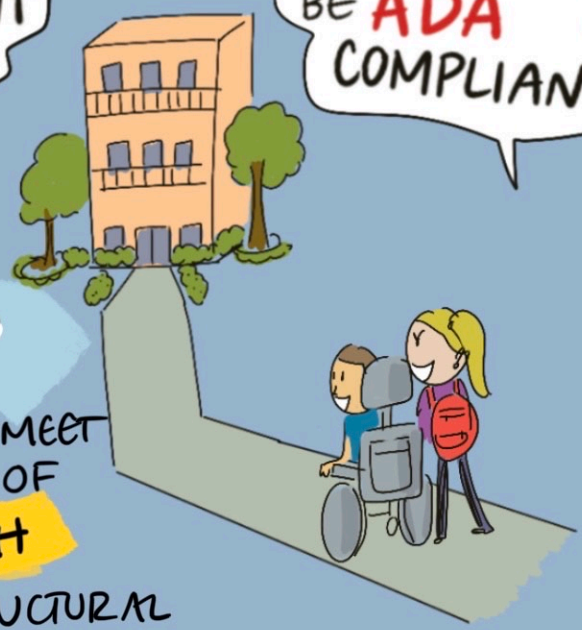
• MORE SPACE FOR EXPANDING MINISTRY

EDUCATION BUILDING

- TRUSTEES WILL MEET BY THE END OF MARCH
- ARCHITECT & STRUCTURAL ENGINEER IDENTIFIED BY END OF Q2 (JULY)
- CONSTRUCTION 2023

WE CAN'T WAIT

WE NEED TO BE ADA COMPLIANT



SUNDAY SCHOOL



CONTINUE ZOOM

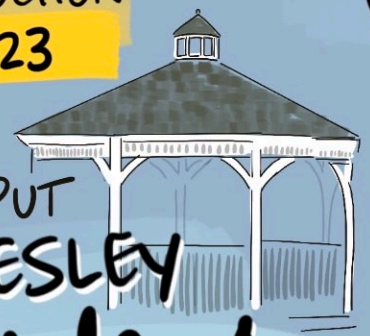
START A YOUNG ADULTS CLASS



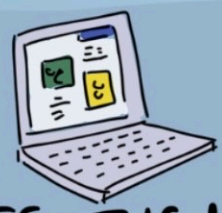
COMMUNICATIONS

in a POST-COVID era

PUT WESLEY Gardens @ THE FOREFRONT OF MINISTRY



WEB SITE = THE HUB



✓ WE'VE SECURED A WEB DEVELOPER

• 1ST DRAFT BY JULY 1 OR EARLIER

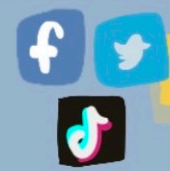
• BRING IN KEY PEOPLE TO UPDATE THEIR INFO

• INFORM/INSTRUCT ON HOW TO USE

• A STAFF POSITION FOR COMMUNICATIONS

• IDENTIFY A BUDGET# & JOB DESCRIPTION

DISCUSS @ NEXT BOARD MTG. ON 3/28



LET'S RE-CONNECT

COMMUNICATIONS CONT'D

LONG TIME NO SEE, YA'LL!

THERE ARE A LOT OF PEOPLE IN THE DIRECTORY WE HAVEN'T SEEN IN A WHILE



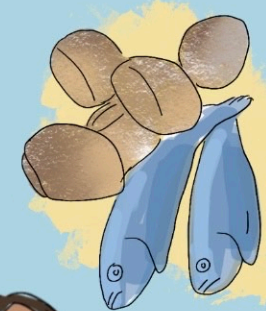
EXIT



A LOT OF PEOPLE ENTER & EXIT THROUGH THE FRONT DOOR & MAY NEVER SEE ANY OF THE INFO BOARDS



WE NEED TO BE



MISSIONS

KEEP DOIN' WHAT WE'RE DOIN'



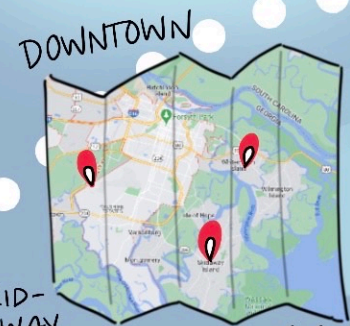
TELLING PEOPLE ABOUT

Christ

PRAYER

DEVELOP A PLAN TO INCREASE PRAYER PARTNERS

WE DON'T KNOW WHO LIVES NEAR US



GEO CODING MEMBERS' NEIGHBORHOODS & LOCATIONS



ELI'S PLACE

GET INPUT FROM STAFF
BY THE END OF MARCH

CAN EXPAND
BECAUSE OF
HIGH DEMAND

• WILL NEED
ADDITIONAL
STAFF

MY CHURCH
PUT TOGETHER
THESE CARE
PACKAGES
FOR YOU

OMG
THANKS

WOW

MORE OPPORTUNITIES
FOR COLLEGE AGE
YOUNG ADULTS

YOUTH
NITE

HIRE ADDITIONAL
STAFF
TO SUPPORT THE
YOUTH PROGRAM

KEEPING YOUTH
ENGAGED
DURING THE
TRANSITION
FROM MIDDLE SCHOOL
TO HIGH SCHOOL

MORE
STUFF
FOR
JUNIOR
&
SENIOR
HIGH

HEY. I'M NOT
GONNA MAKE IT
TONIGHT. THERE'S
SOMETHING GOING
ON AT CHURCH

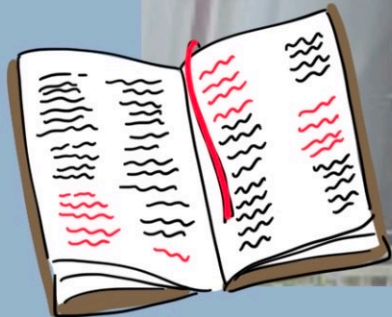
YOU
SHOULD
COME, TOO

UPCOMING CHANGES IN THE DENOMINATION

DECISIONS TO BE MADE AT THE

- GENERAL CONFERENCE
- THE SOUTH GEORGIA CONFERENCE
- & AT WESLEY

THE BIBLE SAYS...



WELL, THE BIBLE ALSO SAYS...

DEPENDING ON HOW YOU LOOK AT IT...

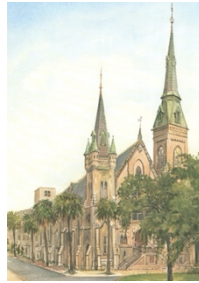
PRAISE GOD FROM WHOM ALL BLESSINGS FLOW



CONTINUE A STRONG MUSIC MINISTRY

FOR ADULTS · YOUTH · & CHILDREN

STAY FOCUSED ON WHAT WE'RE DOING & KEEP DOING IT Well



NOTES FROM MARCH 6 RETREAT

Developing the 2022-2023 Strategic Plan began on March 6, 2022, with a retreat to identify goals and strategies and assign responsible persons, schedule and measure of achievement that would be needed to implement each identified target.

Notes from March 6, 2022 Retreat

- I. Review **AGENDA**
- II. Review **GROUNDWORK** (Prior work by Ministry Council, 2017-2020)

Work completed by prior Ministry Council (from Committee's Notes, Feb. 27, 2017)—Review as a baseline and March 6 planning group decided by consensus to use the prior work as a foundation rather than start anew.

Baseline: SWOT Analysis (Feb. 27, 2017)

Strengths (list from prior work but not in priority--culled from brainstorming list of 67): Eli's Place, historic location, Wesley Gardens programs for children and youth, multi-generational congregation, amazing music and choir, and strong Senior Pastor and leadership.

Weaknesses (list from prior work but not in priority-- culled from brainstorming list of 57): Sunday School – need strong teachers, more age-appropriate options, limited and expensive expansion possibilities for pre-school and music, parking, and members' prioritization of church obligations in an increasingly secular world.

Opportunities (list from prior work but not in priority--culled from brainstorming list of 51): Increase 8:45 attendance, grow mission to needy in downtown Savannah, invite downtown neighbors to attend and join, build and retain upper elementary and youth, and partnerships for missions.

Threats (list from prior work but not in priority--culled from brainstorming list of 42): Financial, not remaining relevant and losing values, pressure for volunteers, cultural issues, physical plant, and denominational issues

In its February 2017 notes, the Ministry Council's work concluded with recommendations on five key areas which offered the greatest potential for growth, spiritual development, and avoidance of threats.

1. Look at Christian Education for adults. Find a way to strengthen and grow Sunday School classes. Consider teacher development, curriculum, and group composition. *Driven by the Adult Education Committee.*

2. Determine ways to grow the 8:45 service. Music may be a key component of this effort. *To be done by Staff.*
3. Hire an additional music person to help Director of Music and continue the growth of the music program. *SPR.*
4. Develop intentional missions, especially within the Savannah area. Seek potential partners in this effort in other local churches. *Mission Committee*
5. Stay aware of, and ahead of, United Methodist denominational issues. *Senior Leadership and staff.*

The prior work also included a branding statement: ***“Especially for young families looking for a traditional, yet vibrant and growing church with inspirational preaching and joyous sacred music, Wesley Monumental United Methodist Church is Savannah’s beautiful historic downtown church and home-away-from-home that warmly embraces a diverse, multi-generational and caring congregation, helping them to better comprehend, experience and proclaim the love of Jesus Christ and the grace of God.”*** [Reviewed]

III. Consider **ADDITIONS/EXPANSION OF PRIOR WORK**

Additions/Expand Prior Work (based on March 6, 2022 Retreat)

1. Place a higher priority on the educational building expansion to meet current and growing needs.
2. Develop/offer training to add Sunday school teachers; offer Sunday school classes for youth.
3. Adapt church to change in a post-COVID world. Expand communications through added staff.
4. Promote Wesley Gardens to the forefront of the ministry because of its uniqueness, natural beauty and serenity.
5. Continue on-line options for worship service and Sunday schools (with acknowledgment that on-line options cause rippling impact on at-facility programming).
6. Expand prayer outreach (and participation).
7. Consider Sunday schools in neighborhoods (i.e. where groups of Wesley Monumental members live in close proximity).

8. Prepare elevator speech as a 30-second response, “So Tell Me About Wesley Monumental...”
9. Better support Youth Ministry (add help).

Specifics Cited By Staff

Charlie Weeks and Haley Herrington:

10. Help parents become better Christians and balance life at home, with children and work.
11. Focus on and improve 4th—5th Grade transition
12. Can expand Eli’s Place because of demand (self-supported through tuition)
13. Better engage young families with children

The Rev. James P. Owens

14. Separate Middle-School-age and Senior-School-age youth
15. Better solidify volunteer commitment
16. Consider adding to Youth Ministry staffing to meet increasing youth participation
17. Consider impact of 4th Floor renovations on youth (where?)
18. Develop more ways to engage Senior High and Junior High church members

The Rev. Nelle Bordeaux

19. Continue to focus on strengths (New members tell why Wesley: 1) Music; 2) Sermons and Pastoral Work; 3) Youth Programs

The Rev. Jennifer Thompson

20. Expand Prayer Ministry

21. Expand Grief Ministry

For Dr. Monica Dekle (absent due to illness)

22. Continue traditional music but also continue to expand upon other traditional forms

Others

23. Engage more stand-alone Bible study options

24. Enhance front door communication (despite investment in technology at side entrance, almost all still enter from main entry at Calhoun Square)

25. Increase volunteerism/formalize tything with time commitment

26. Rebuild and expand Prayer Committee

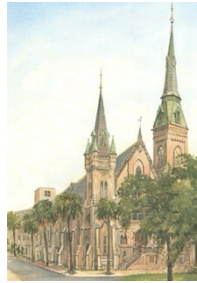
27. Update Church Directory (how to re-connect with those Missing In Action or determine who no longer participates)

28. Continue Capital Improvement Program for capital maintenance and capital improvements to meet growing programmatic demand (Educational Building Expansion, HVAC, 1st Floor, ADA compliance and new website)

IV. **Developed MAP (Mission Action Plan)**

By consensus, the March 6, 2022, planning group narrowed the focus to a handful of priorities and grouped common themes: 1) Expand Educational Building to grow Music, Youth programs, and meet building needs (ADA) and required renovations; 2) Update congregational communications, including website and social media; 3) Expand El's Place; 4) Focus on youth transition, especially 4th—5th Grade; 5) Grow prayer and consider Wesley Gardens for programs to grow spiritual growth and formation; 6) Continue and expand mission and outreach; 7); Look at ways, post-COVID, for staff to grow faith and discipleship through Sunday school classes, preaching and outreach.

Note: This Strategic Plan represents goals and objectives for one year and without any regard for years out, including Year 3 or Year 5, because of pending United Methodist Church denominational decisions. By consensus, the planning group decided to move forward rather than become bogged down until conference makes any decision.



NOTES FROM COMMITTEE WORK PRIOR TO RETREAT

Melissa Emery chaired the prior work completed by the committee from 2017-2020. Despite COVID's interrupting next steps, the planning committee completed a branding statement and SWOT analysis (Strengths, Weaknesses, Opportunities, Threats). At the March 6, 2022, retreat, the succeeding planning committee decided by consensus to use the prior work as a baseline after a review of the SWOT analysis but also added 28 other areas of concern or focus. The planning committee then narrowed the list by consensus to seven goals.

Wesley Strategic Planning Committee
Notes from Wrap-Up Meeting, Feb. 27, 2017

The group was sub-divided into 4 smaller groups to boil down the SWOT entries into the 4-5 key strengths, weaknesses, opportunities, and threats to be considered in 2017.

Strengths (in no particular order)

- Eli's Place
- Historic location/Wesley Gardens
- Programs for children and youth
- Multi-generational congregation
- Amazing music and choir
- Strong Senior Pastor and Leadership

Weaknesses

1. Sunday School – need strong teachers, more age-appropriate options.
2. Limited expensive expansion possibilities for pre-school and music.
3. Parking.

4. Members' prioritization of church obligations in an increasingly secular world.

Opportunities

- Increase 8:45 attendance
- Grow mission to needy in downtown Savannah
- Invite downtown neighbors to attend and join
- Build and retain upper elementary and youth
- Partnerships for missions

Threats

1. Financial
2. Not remaining relevant and losing values
3. Pressure for volunteers
4. Cultural issues
5. Physical plant
6. Denominational issues

After reviewing the key SWOT components, the group determined that the following areas offered the greatest potential for growth, spiritual development, and avoidance of threats.

1. Look at Christian Education for adults. Find a way to strengthen and grow Sunday School classes. Consider teacher development, curriculum, and group composition. *This will be driven by the Adult Education Committee.*
2. Determine ways to grow the 8:45 service. Music may be a key component of this effort. *To be done by Staff.*
3. Hire an additional music person to help Monica and continue the growth of the music program. *SPR.*
4. Develop intentional missions, especially within the Savannah area. Seek potential partners in this effort in other local churches. *Mission Committee*
5. Stay aware of, and ahead of, United Methodist denominational issues. *Senior Leadership and staff.*