

Hoosier Memorial United Methodist Church

Strategic Plan 2008 – 2012

“Write the vision and make it plain on tablets, that he may run who reads it.”
Habakkuk 2:2



Answering God’s Call to Servant Ministry

“Giving Our Utmost for His Highest—Our Best for His Glory”

Hoosier Memorial United Methodist Church
2545 Benjamin E. Mays Drive, SW
Atlanta, Georgia 30314
Founded 1982

Phone: 404-755-1686
Fax: 404-755-6100
Website: www.hoosierchurch.org

Introduction

On Tuesday, February 26, 2008, the Hoosier Church Council unanimously agreed to lead the congregation in a 10-month planning process that will culminate in a five year strategic plan for the church. The planning process, titled "Team Hoosier: A Call to Action," has as its central purpose to fulfill God's call to His church by charting a five year course to enable Hoosier's positive impact on the lives of her congregation and community.

During the planning process, the entire church engaged in dialogue that addresses questions such as

- Specifically, what is God calling Hoosier to do?
- How can we fulfill God's calling on Hoosier?
- By the year 2012, Hoosier's 30th anniversary, who will we be?
- By the year 2012, Hoosier's 30th anniversary, what will we look like?

The planning process was designed with the following key points in mind:

- Slow – 10 months: January 2008 – October 2008
- Inclusive – provides multiple opportunities for every member of Hoosier to share their input and review the collective output
- Owned by – All Hoosier Members
- Responsibility of – The Church Leadership Team
- Facilitated by – The Hoosier Leadership Institute (HLI)
- Power Source - Bible feed and Spirit lead - The focus of Year One 2008 is personal responsibility for spiritual growth of all church members through prayer and bible study.

Over 100 church members answered the "Team Hoosier" call to action and participated in the following planning activities:

- Saturday, March 29, 2008, 9:00 am – Noon - *Hoosier 2012 Part I: The Journey Begins – Building Team Hoosier and Embracing Shared Leadership – A Look At Hoosier's Strengths and Areas for Improvements*
- Friday, May 30, 2008, 5:45 pm – 9:00 pm and Saturday, May 31, 2008, 8:45 am – Noon - *Hoosier 2012 Part II: Visioning Our Future – Outcome: A Hoosier vision statement and the themes (focus areas) which support the achievement of the vision.*
- Summer 2008 – Hoosier 2012 Part III: Church leadership team shares the vision and themes with the entire congregation to solicit their comments and support; meetings will be announced as scheduled. Family Ministry to coordinate fellowship and relationship building activities for the congregation.
- Friday, September 12, 2008, 5:45 pm – 9:00 pm and Saturday, September 13, 2008, 8:45 am – Noon - *Hoosier 2012 Part IV: Creating the Strategic Plan - Outcome: A Hoosier strategic plan for 2009 – 2012 that identifies 1) program and infrastructure initiatives which*

support the vision themes; 2) resource needs; 3) possible challenges; and 4) ways to meet the challenges.

- Friday, October 10, 2008, 5:45 pm – 9:00 pm - Hoosier 2012 Part V: Adopting the Plan – Outcome: A mutually agreed upon vision and strategic plan to guide Hoosier’s direction from 2009 to 2012, Hoosier’s 30th anniversary year
- Monday, October 20, 2008 - Church Charge Conference - Presentation of Hoosier’s Strategic Plan for 2009 - 2012

**Hoosier’s Strategic Plan Framework:
*The Book of Discipline of the United Methodist Church 2004***

The *Discipline* is the book of law of The United Methodist Church. It is the product of over 200 years of the General Conferences of the denominations which now form The United Methodist Church.

The *Discipline* as the instrument for setting forth the laws, plan, polity, and process by which United Methodists govern themselves remains constant...It is the most current statement of how United Methodists agree to live their lives together. It reflects our understanding of the Church and of what is expected of its laity and clergy as they seek to be effective witnesses in the world as part of the whole body of Christ. (*UMC Book of Discipline 2004, p. v*)

(See Strategic Plan Appendix, pages 27-30, for supporting references from *The Book of Discipline of the United Methodist Church 2004*)

Hoosier's Mission Statement

(Proposed Update)

Jesus words in Matthew provide the Church with our mission: "Go therefore and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, and teaching them to obey everything that I have commanded you" (28:19-20), and "You shall love the Lord your God with all your heart, and with all your soul. And with all your mind...And you shall love your neighbor as yourself"

Therefore, Hoosier is a family of Christian believers committed:

- To follow the teachings of Christ
- To grow spiritually through a commitment to the spiritual disciplines
- To reflect a Christ-like image
- To lead others by precept and example to the joys of Christian living
- To serve the needs of the community
- To develop our God-given talents for His highest good

Hoosier's Motto

Committed to Christ and the Community (No change to current)

Living Our Commitment to Christ and the Community (Proposed Update)

Hoosier's Vision Statement

(Both Statements New)

A body of believers using their gifts and talents to worship God and to inspire and motivate others to become Disciples of Christ

Responding in faith, hope, and love in fulfilling God's purpose through servant ministry

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In support of the church's mission, motto, and vision, Hoosier members have established the following six (6) goals for their church membership, church council, and church administration:

I. Church Membership

- **Goal 1. Commitment** – Cultivate within all members a desire to fulfill their membership vows to “remain faithful members of Christ's holy Church” by being active members, giving of their time, gifts, talents, tithes, and service to Hoosier

II. Church Council

- **Goal 2. Nurture** – Develop vibrant programming that provides for the spiritual growth of all members of Hoosier
- **Goal 3. Outreach** – Demonstrate the love of Christ by caring for those in need while upholding the social principles of the United Methodist Church
- **Goal 4. Witness** - Spread the Good News of the Gospel with the intention of making disciples of Jesus Christ
- **Goal 5. Membership Care** – Provide ongoing contact, encouragement, and support to all Hoosier members

III. Church Administration

- **Goal 6. Leadership** – Foster a church culture of open communication and mutual respect that leads to effective, accountable clergy and lay leadership ready, willing, and able to lead the church and her members to the fulfillment of God's purpose through the achievement of Hoosier's mission, motto, and vision

Hoosier Memorial United Methodist Church Strategic Plan 2008 – 2012
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Section I. Church Membership

- **Goal 1. Commitment** – Cultivate within all members a desire to fulfill their membership vows to “remain faithful members of Christ’s holy Church” by being active members, giving of their time, gifts, talents, tithes, and service to Hoosier

Objective 1.1 Growth in Faithful Discipleship. All members of Hoosier regularly and consistently involved in activities of the church designed to support personal spiritual growth, enabling the individual to become a mature, Christ-like believer.

Activities – Owned By All Members of Hoosier

- Timeframe – Immediate and ongoing

- 1.1.1. Dedicated, intentional participation in the two categories of personal spiritual disciplines: (1) internal spiritual disciplines of bible study, meditation, prayer, and fasting; and (2) external spiritual disciplines of simplicity, stewardship, solitude, submission, service, and evangelism
- 1.1.2. Demonstrate personal spiritual growth through the integration of personal faith into Christian living and discipleship in the home, church, workplace and community
- 1.1.3. Demonstrate personal spiritual growth by regular attendance at Sunday School and bible study, participation in Vacation Bible School, and being a tithing member
- 1.1.3. Active participation in the worship experience--accepting personal responsibility to pray for God's blessing on service before coming into the sanctuary; bring a spirit of worship, peace, and fellowship into the sanctuary; bring personal bible, and writing supplies (pen, paper and highlighter); bring a heart open to receiving the Word
- 1.1.4. Attendance at rehearsals and in training programs of the church that prepare members in position of responsibility for worship service, i.e., choir members, ushers, acolytes, communion stewards, lay assistants, etc.
- 1.1.5. Understand and adhere to the role and responsibilities of church membership as detailed in “The Meaning of Membership,” the *UMC Book of Discipline 2004*, ¶ 216 – 221.

Objective 1.2 Mutual Responsibility. All members of Hoosier regularly and consistently involved in the activities of the church for the **body of believers** that result in the support of and edification of all Hoosier members.

Activities – Owned by All Church Members

- Timeframe – Immediate and ongoing

1.2.1. Participation in corporate spiritual disciplines of confession, worship, guidance, and celebration

1.2.2. Participation and/or support of all activities, programs, and ministries of Hoosier.

1.2.3. Demonstrate the pursuit of excellence in all work of the church, including timeliness, appropriate decorum, effective communication, etc.

1.2.4. Understand and adhere to the role and responsibilities of church membership as detailed in “The Meaning of Membership,” the *UMC Book of Discipline 2004*, ¶ 216 – 221.

Objective 1.3 The Call to Ministry of All the Baptized. All members of Hoosier regularly and consistently involved in the activities of the church for the **good of the whole** that result in the support of and edification of our brothers and sisters in need throughout the global community.

Activities – Owned by All Church Members

- Timeframe – Immediate and ongoing

1.3.1. Participation and/or support of Hoosier mission programs designed to serve diverse populations in the local and larger community based on a sincere (Christ-like) desire to care for others.

1.3.2

1.3.3

1.3.4. Understand and adhere to the role and responsibilities of church membership as detailed in “The Meaning of Membership,” the *UMC Book of Discipline 2004*, ¶ 216 – 221.

Objective 1.4 Accountability. All members of Hoosier **adhering to and following through** on their commitments of support and service to the church and The United Methodist Church.

Activities – Owned by All Church Members

- Timeframe – Immediate and ongoing

- 1.4.1. Engage in regular awareness and development in the principles and work of The United Methodist Church by purchasing and reading the *United Methodist Church Book of Discipline*; subscribing to the *Advocate*, and reading about current programs and initiatives via the United Methodist website, www.umc.org.
- 1.4.2. Self-evaluation of commitment to Hoosier via regular and consistent introspection and self-reflection
- 1.4.3. Self-evaluation of results of your work based on objectives of the church
- 1.4.4. Willingness to participate in evaluation and monitoring process of church council and administrative board
- 1.4.5. Understand and adhere to the role and responsibilities of church membership as detailed in “The Meaning of Membership,” the *UMC Book of Discipline 2004*, ¶ 216 – 221.

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Section II. Church Council

The Church Council shall provide for planning and implementing a program of nurture, outreach, witness, and resources in the local church. It shall also provide for the administration of its organization and temporal life. It shall envision, plan, implement, and annually evaluate the mission and ministry of the church. (*UMC Book of Discipline 2004*, ¶ 252.1)

- **Goal 2. Nurture** – Develop vibrant programming that intentionally guides and supports all members of Hoosier through the stages of spiritual growth and transition: Christian beginnings; Christian birth; Christian growth; and Christian maturity.

Objective 2.1. – Word: The senior pastor is to preach the Word of God, lead in worship, read and teach the Scriptures, and engage the people in study and witness. (UMC Book of Discipline 2004, ¶ 340.1)

Activities – Owned by the Senior Pastor

- Timeframe – Immediate and ongoing

2.1.1. Ensure the faithful transmission of the Christian faith.

2.1.2. Guide the Christian educational program the church and ensure that it meets the needs of all ages groups of the congregation

2.1.3. Guide the age-level ministries of the church and ensure that they meet the needs of all ages groups

2.1.4. Understand and adhere to the role and responsibilities of the Pastor in regards to carrying out the ministry of Word as outlined in the *UMC Book of Discipline 2004*, ¶ 340.1.

Objective 2.2. Strong, vibrant program of Christian education for all age levels and groups of members with special emphasis on the development of the spiritual disciplines

Activities – Owned by Christian Education Committee

- Timeframe – Immediate and ongoing

2.2.1. Fully staffed Sunday School program with classes at a minimum for 1) pre-schoolers; 2) elementary; 3) middle-school; 4) high school; 5) young adults; and 6) adults

2.2.2. Weekly bible study offerings at a minimum for 1) young adults; and 6) adults

2.2.3. Quarterly, targeted bible study offerings for special interests or special topics, i.e., strengthening the family, couples communications, living the single life, etc.

2.2.4. Fully staffed Vacation Bible School program with classes at a minimum for 1) pre-schoolers; 2) elementary; 3) middle-school; 4) high school; 5) young adults; and 6) adults

2.2.5. Design and deliver a membership training program that includes new members orientation and membership awareness and growth classes in the United Methodist structure and stewardship, especially in the areas of tithing and missions.

2.2.6. Work faithfully, collaboratively, and cooperatively with other committees of the Nurture team to create and deliver a complete Christian education program to achieve goals and objectives outlined under Goal 2 of the strategic plan.

Objective 2.3. Strong, vibrant Adult Age-level Ministry Program that addresses the specific needs of three adult groups: 1) seniors; 2) families; and 3) young adults. Activities are to include opportunities for missions work and intergenerational exposure.

Senior Activities – Owned by Senior Ministry (Primetimers)

- Timeframe – Immediate and ongoing

2.3.1.

2.3.2

2.3.3

Family Activities – Owned by Family Ministries

- Timeframe – Immediate and ongoing

2.3.4. Design and develop a programming plan for a Hoosier Family Life Center. (2011)

2.3.5

2.3.6

Young Adults Activities – Owned by Singles Ministry (SPIRIT)

- Timeframe – Immediate and ongoing

2.3.7

2.3.8

2.3.9

Objective 2.4. Strong, vibrant Young Persons' Age-level Ministry Program that addresses the specific needs of two groups: 1) youth, ages 13 - 17; and 2) children, ages 12 and under. Activities are to include opportunities for missions work and intergenerational exposure.

Youth Activities – Owned by Youth Ministry/Youth Council

- Timeframe – Immediate and ongoing

2.4.1

2.4.2

2.4.3.

Children's Activities – Owned by Children's Ministry

- Timeframe – Immediate and ongoing

2.4.4

2.4.5

2.4.6

Objective 2.5. Provide an organized and all age-inclusive church community of women that encourages fellowship and supportive Christian development and growth. Activities are to include opportunities for missions work and intergenerational exposure.

Activities – Owned by United Methodist Women (UMW)

- Timeframe – Immediate and ongoing

2.5.1

2.5.2

2.5.3

Objective 2.6. Provide an organized and all age-inclusive church community of men that encourages fellowship and supportive Christian development and growth. Activities are to include opportunities for missions work and intergenerational exposure.

Activities – Owned by United Methodist Men (UMM)

- Timeframe – Immediate and ongoing

2.6.1

2.6.2

2.6.3

- **Goal 3. Outreach** – Demonstrate the love of Christ by caring for those in need while upholding the social principles of the United Methodist Church

Objective 3.1. Strong pastoral leadership in the mission and outreach ministries of the church

Activities – Owned by the Senior Pastor

- Timeframe – Immediate and ongoing

3.1.1. Embody the teachings of Jesus in servant ministries and servant leadership

3.1.2. Give diligent pastoral leadership to build Hoosier as a caring and giving community of Christians who live as faithful disciples in the world

3.1.3. Provide leadership to programs in the community that address ecumenical and inter-religious concerns

3.1.4. Understand and adhere to the role and responsibilities of the Pastor in regards to carrying out the ministry of Service as outlined in the *UMC Book of Discipline 2004*, ¶ 340.4

Objective 3.2. Promote Christian principles of peace, justice and love through programming that develops congregational awareness of the United Methodist social principles.

Activities – Owned by the Advocacy Committee

- Timeframe – Immediate and ongoing

3.2.1. Peace and Justice Sunday

3.2.2

3.2.3

Objective 3.3. Promote wellness of mind, body and soul through programming that aids members in being good stewards of their physical and mental faculties.

Activities – Owned by the Health and Welfare Committee

- Timeframe – Immediate and ongoing

3.3.1

3.3.2

3.3.3

Objective 3.4. Remain a model church for excellence in the development of youth leaders through the Boys and Girls Scouting Programs of America.

Activities – Owned by the Scouting Ministry

- Timeframe – Immediate and ongoing

3.4.1

3.4.2

3.4.3

Objective 3.5. Establish Hoosier as a “church of choice” for students in the Atlanta University Center complex.

Activities – Owned by the Higher Education Committee

- Timeframe – Immediate and ongoing

3.5.1.

3.5.2

3.5.3

Objective 3.6. Strengthen Hoosier’s visible presence and positive, charitable image in the Cascade Community

Activities – Owned by the Community Involvement and Partnership Committee (CIPC)

- Timeframe – Immediate and ongoing

3.6.1. Continued support of community partnerships, including SWEAAC, Atlanta Day Shelter, Feed the Hungry, Wholistic Stress Institute, Audobon Forest Community Association, Ashmel Estates Association, and AARP

3.6.2. Design and develop a programming plan for the community outreach segment of the Hoosier Family Life Center that will include a senior day care, children’s day care, youth summer camp, and after school program. (2011)

3.6.3

Objective 3.7. Strengthen Hoosier’s interfaith relationships among the Cascade Corridor Churches

Activities – Owned by Senior Pastor and the Community Involvement and Partnership Committee (CIPC)

- Timeframe – Immediate and ongoing

3.7.1. Combined special services and events, i.e., Watch Night Service, revivals, Easter Sunrise, Christmas Morning, etc.

3.7.2

3.7.3

Objective 3.8. Establish Hoosier as a keeper and promoter of African American history, heritage, legacy, and pride, as well as a place of exposure to diverse cultures.

Activities – Owned by the Community Involvement and Partnership Committee (CIPC)
○ Timeframe – Immediate and ongoing

3.8.1. Establish a Cultural Arts and Empowerment Center that uses art, artifacts, and technology to tell the story of African American people from historical, present, and future perspectives.

3.8.2. Diverse cultural exposure activities

3.8.3. Drama ministry

- **Goal 4. Witness** - Spread the Good News of the Gospel with the intention of making disciples of Jesus Christ

Objective 4.1 – Word and ecclesial acts: The senior pastor is to preach the Word of God, lead in worship, read and teach the Scriptures, engage the people in study and witness, and administer the sacraments and perform ecclesial acts of baptism and the Supper of the Lord according to Christ's ordinance.

Activities – Owned by the Senior Pastor
○ Timeframe – Immediate and ongoing

4.1.1. Lead the congregation in discipleship and evangelistic outreach that others might come to know Christ and follow him

4.1.2. Administer the sacraments of baptism and the Supper of the Lord according to Christ's ordinance.

4.1.3. Perform marriage ceremonies along with appropriate counseling.

4.1.4. Conduct funeral and memorial services and provide care and grief counseling.

4.1.5. Understand and adhere to the role and responsibilities of the Pastor in regards to

carrying out the ministry of Word and ecclesial acts as outlined in the *UMC Book of Discipline 2004*, ¶ 340.1-2.

Objective 4.2. Deliver powerful, viable, and dynamic worship service(s) each week.

Activities – Owned by Senior Pastor, Worship Committee, and Music Ministry

- Timeframe – Immediate and ongoing

4.2.1.

4.2.2.

4.2.3.

Objective 4.3. Ensure that the church sanctuary is properly equipped and staffed to maximize the worship experience.

Activities – Owned by Worship Committee and Lay Service Groups (Ushers, Acolytes, Music Ministry, Lay Assistants)

- Timeframe – Immediate and ongoing

4.3.1. All participants in worship service in place 5 minutes prior to start of worship service.

4.3.2. Service reference materials and worship aids in all pews, including bibles, hymnals, programs, offering envelopes, membership pew pads, outreach/care cards, and visitor information.

4.3.3. Incorporate the use of technology as needed to enhance the worship service(s).

Objective 4.4. Bring diverse others to Christ by sharing the Hoosier worship experience through a variety of methods.

Activities – Owned by Worship Committee and Communications Committee

- Timeframe – Immediate and ongoing

4.4.1. Investigate the incorporation of other languages into the worship experience, including Spanish and sign language

4.4.2. Make the message available beyond the worship hour through the use of technology (Hoosier website, webcasts, dvds/cds, etc.)

Objective 4.5. Consistent delivery of the sacraments.

Activities – Owned by Senior Pastor and Sacrament Committee
○ Timeframe – Immediate and ongoing

Activities

4.5.1

4.5.2

4.5.3

Objective 4.6. Establish a full evangelism program designed to engage all members of the congregation in the sharing and proclamation of the Good News of Jesus Christ

Activities – Owned by Senior Pastor and Evangelism Committee
○ Timeframe – Immediate and ongoing

4.6.1. Revivals

4.6.2. Lay speaking.

4.6.3. Education.

Objective 4.7. Celebrate the life and legacy of Hoosier and her members.

Activities – Owned by Worship Committee
○ Timeframe – Immediate and ongoing

4.7.1. Men's Day

4.7.2. Women's Day

4.7.3. Church Anniversary.

4.7.4. United Methodist calendar special days: Children's Day, Youth Day, and Older Adults

- **Goal 5. Membership Care** – Provide ongoing contact, encouragement, and support to all Hoosier members

Objective 5.1. Strong pastoral leadership in the care of the congregation

Activities – Owned by the Senior Pastor
○ Timeframe – Immediate and ongoing

- 5.1.1. Visit in the homes of the church members and community, especially among the sick, shut-in, aged, imprisoned, and others in need.
- 5.1.2. Counsel persons with personal, ethical, or spiritual struggles.
- 5.1.3. Maintain all confidences, including confessional confidences, except in cases where required by law.
- 5.1.4. Understand and adhere to the role and responsibilities of the Pastor in regards to Church membership as outlined in "Care of Members," the *UMC Book of Discipline 2004*, ¶ 228.

Objective 5.2. Maintain our historical presence as a medium size (800 to 1500 members) United Methodist church with full/active participation by all members.

Activities – Owned by the Senior Pastor, Church Membership, Church Council and Administrative Board

- Timeframe – Immediate and ongoing

5.2.1. An unrelenting focus on the achievement of all goals of this strategic plan

5.2.2

5.2.3

Objective 5.3. Establish a vibrant Birth-month Club structure.

Activities – Owned by the Birth-month Club Coordinators

- Timeframe – Immediate and ongoing

5.3.1. Transportation Ministry. Provide church van drivers for Sunday 10:45 am service during birth-month.

5.3.2. Hospitality Ministry. Provide contact to birth-month members during their time of illness, bereavement, family celebrations, etc., through cards, phone calls, home and hospital visitations, care packages, and other forms of encouragements.

5.3.3. Fellowship Ministry. Provide ways of staying connected to each other through prayer partners, regular/annual dinners, picnics, social outings, etc.

5.3.4. Service Ministry. Serve as worship and new member greeters during birth-month; assist church in the accomplishment of special projects, i.e., church pictorial directory; church celebrations; missions projects; revival, etc.; other activities as identified by birth-month members, i.e., provide light refreshments for congregation prior to or after Sunday Service, etc.

Objective 5.4. Accurate and up-to-date church membership roll.

Activities – Owned by the Church Membership Secretary/Committee

- Timeframe – Immediate and ongoing

- 5.4.1. Establish a membership data base that contains talents, gifts, and interests' information for each member.
- 5.4.2. Collect membership attendance rosters and input data into data base on a weekly basis.
- 5.4.3. Provide birth-month club chairpersons with a bi-weekly summary of their birth-month members' attendance data.

Objective 5.5. Effective membership and outreach communication system.

Activities – Owned by the Communication Ministry

- Timeframe – Immediate and ongoing

- 5.5.1. Printed and visual – timely monthly newsletter; regularly updated bulletin boards throughout the church; church pictorial directory
- 5.5.2. Technology – website, calling post, cds and dvds of church services
- 5.5.3. Radio and TV ministry - ???? (2011)

Objective 5.6. Accurate and complete cataloging system of the life and times of Hoosier, her members, programs, outreach, and community impact

Activities – Owned by the Church Historian/Archivist

- Timeframe – Immediate and ongoing

- 5.6.1. Set up a filing system that contains copies of all Hoosier programs, marriages, baptisms, and funerals
- 5.6.2. Continue to update the church's historical display cabinets
- 5.6.3. Production of a Hoosier church 30th anniversary historical DVD (2012)

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III. Church Administration

- **Goal 6. Leadership** – Foster a church culture of open communication and mutual respect that leads to effective, accountable clergy and lay leadership ready, willing, and able to lead the church and her members to the fulfillment of God's purpose through the achievement of Hoosier's mission, motto, and vision

Objective 6.1. Administrative Order. Effective leadership and oversight of all organizational aspects of Hoosier.

Activities – Owned by Senior Pastor

- Timeframe – Immediate and ongoing

- 6.1.1. Collaborate with church lay leadership on how to effectively handle the administrative operations of the church by engaging in open and honest dialogue through regular meetings, both formal (regularly scheduled executive board meetings, church council meetings, and committee meetings of SPRC, finance, board of trustees) and informal meetings held by request of church lay leadership team
- 6.1.2. Give pastoral support and guidance to lay leadership identification, selection and training.
- 6.1.3. Oversight of Christian education and stewardship programs and promote faithful membership participation in these programs
- 6.1.4. Oversight of organizational faithfulness in the areas of planning, goal setting and evaluation; paying of apportionments; church participation in all United Methodist special offerings; and accuracy of membership and financial reports.
- 6.1.5. Be accountable to the church membership and Staff-Pastor Relations Committee for the effective delivery of the pastoral four-fold ministry of Word, Sacrament, Order, and Service
- 6.1.6. Participate in pastoral continuing education and personal development programs.
- 6.1.7. Promote cooperative ministries with other United Methodists pastors and churches and other diverse (race and ethnicity) congregations
- 6.1.8. Understand and adhere to the role and responsibilities of the Pastor in regards to carrying out the ministry of Order as outlined in the *UMC Book of Discipline 2004*, ¶ 340.3.

Objective 6.2. Lay Leadership. Place Hoosier members who have demonstrated their commitment to spiritual growth and faithful discipleship as outlined in Goal 1 in church leadership positions.

Activities – Owned by Committee on Lay Leadership

- Timeframe – Immediate and ongoing

- 6.2.1. Work in partnership with Christian Education and the Hoosier Leadership Institute (HLI) to provide a means of developing and identifying the spiritual gifts and abilities of the membership.
- 6.2.2. Serve throughout the year to guide the church council on lay leadership issues and concerns; guide the development and training of spiritual leaders; recruit, nurture, and support spiritual leaders; and assist church council in the monitoring and evaluation of the spiritual leaders.
- 6.2.3. Develop lay leadership selection guidelines based on Goal 1 and use the guidelines to identify committed church members for lay leadership positions.
- 6.2.4. Recommend to the annual church conference the names of committed Hoosier members to serve on the church lay leadership team.
- 6.2.5. Understand and adhere to the role and responsibilities of the Committee on Lay Leadership as outlined in the *UMC Book of Discipline 2004*, ¶ 250.1.

Objective 6.3. Lay Leadership Training and Development. Intentional and deliberate program to develop members for lay leadership responsibilities.

Activities – Owned by *Hoosier Leadership Institute (HLI)*

- Timeframe – Immediate and ongoing

- 6.3.1. Work in partnership with Christian Education and the Committee on Lay Leadership to provide a means of developing and identifying the spiritual gifts and abilities of the membership.
- 6.3.2. Work in partnership with the church council to assess the leadership training needs of the church members currently in leadership positions and those desiring to be; develop and deliver training modules to meet these needs.
- 6.3.3. Assist the church council as needed and appropriate in special projects related to leadership issues of the church.

Objective 6.4. Lay Leadership Accountability. Ensure the effective delivery of the church ministries and missions programming plan and accomplishment of the stated goals through a monitoring and evaluation system for lay leadership.

Activities – Owned by Church Council

- Timeframe – Immediate and ongoing

- 6.4.1. Create guidelines, expectations, and desired outcomes for each ministry team (Goals 2-5); and ensure each ministry team understands its charge as outlined in the strategic plan.
- 6.4.2. Consult with pastor(s) and Lay Leadership Committee on ministry team effectiveness.
- 6.4.3. Church council chair meets twice in first half of year with each ministry team to review progress, discuss issues and concerns
- 6.4.4. By mid-August each ministry team completes a team-evaluation form and reviews with church council chair
- 6.4.5. Church council chair reviews team-evaluations with pastor(s) and Lay Leadership Committee and makes recommendations on status of lay leadership positions for upcoming year.

Objective 6.5. Pastor, Paid Staff, and Church Relationships. Develop and maintain an atmosphere of love and respect between the church and her pastor and paid staff.

Activities – Owned by Committee on Staff-Parish Relations

- Timeframe – Immediate and ongoing

- 6.5.1. Understand the role of the pastor and paid staff from a biblical and theological perspective as well as the needs of the Hoosier congregation
- 6.5.2. Encourage, strengthen, nurture, support, and respect the pastor(s) and their family(s)
- 6.5.3. Be proactive in promoting and maintaining unity between the pastor and paid staff, church lay leadership team, and the congregation
- 6.5.4. Maintain open, honest, and respectful communication with pastor(s) and staff on matters pertaining to the effectiveness of ministry; relationships with the congregation; conditions that may impede the effectiveness of ministry; and to interpret the nature and function of the ministry
- 6.5.5. Maintain open, honest, and respectful communication with church congregation on matters pertaining to the pastor(s) and paid staff as they relate to the effectiveness of the church ministries
- 6.5.6. At the appropriate times, identify and recruit strong, competent pastor(s) and paid staff

with gifts, talents, and graces that can maintain church unity while leading Hoosier in the accomplishment of its goals.

- 6.5.7. Understand and adhere to the role and responsibilities of the Committee on Staff-Parish Relations as outlined in the *UMC Book of Discipline 2004*, ¶ 259.2

Objective 6.6. Church Facilities, Campus, and Properties. Effective stewardship of all church facilities, surrounding areas, and other properties in support of the ministries and missions of the church.

Activities – Owned by Board of Trustees

- Timeframe – Immediate and ongoing

- 6.6.1. Oversee and ensure regular maintenance and upkeep of physical facility enabling an inviting atmosphere for worship, ministries, and missions of Hoosier.
- 6.6.2. Make available facilities of the church in response to requests from community partners for their programming needs
- 6.6.3. In cooperation with the health and welfare committee, conduct an annual accessibility audit of buildings, grounds, and facilities to discover and identify what physical, architectural, and community barriers exist that impeded the full participation of people with disabilities and make plans for the elimination of the barriers.
- 6.6.4. Plan for the accommodation of programming growth and needs of all age levels including the building of a Family Life Center and increased usage of technology for worship service.
- 6.6.5. Understand and adhere to the role and responsibilities of the Board of Trustees outlined in the *UMC Book of Discipline 2004*, ¶ 2532.

Objective 6.7. Church Finances. Effective stewardship of all church financial activities and obligations in support of the ministries and missions of the church.

Activities – Owned by Committee on Finance

- Timeframe – Immediate and ongoing

- 6.7.1. Timely and accurate reporting of the complete financial status of the church at church council meetings.
- 6.7.2. Compile annually a complete budget for the support of the operations, staffing, programming and missions of the church and submit budget to the church council for review and adoption.
- 6.7.3. In collaboration with stewardship committee, develop and implement plans that will raise sufficient income to meet the budget adopted by the church council

- 6.7.4. Transparent communication of church financial status to church congregation
- 6.7.5. Complete and timely payment of annual apportionments.
- 6.7.6. On-time disbursements of funds for staff salaries, approved budget requests, and accounts payables.
- 6.7.7. Make provision for an annual audit of the records of financial officers of the church and all its organizations and report findings to the church conference.
- 6.7.8. Timely distribution (July and January) of member contribution statements.
- 6.7.9. Develop procedure guidelines for ministry and administration teams on how to work effectively with the finance committee
- 6.7.10. Understand and adhere to the role and responsibilities of the Committee on Finance outlined in the *UMC Book of Discipline 2004*, ¶ 259.4

Assessment and Accountability Process

Critical to the success of this strategic plan is the establishment and delivery of an on-going assessment and accountability process.

The ownership of the assessment and accountability process rests with the Church Council. Expectations of the Church Council in the area of programming assessment and accountability are outlined in Goal 6, Objective 6.4.

Objective 6.4. Lay Leadership Accountability. Ensure the effective delivery of the church ministries and missions programming plan and accomplishment of the stated goals through a monitoring and evaluation system for lay leadership.

Activities – Owned by Church Council

- Timeframe – Immediate and ongoing
- 6.4.1. Create guidelines, expectations, and desired outcomes for each ministry team (Goals 2-5); and ensure each ministry team understands its charge as outlined in the strategic plan.
- 6.4.2. Consult with pastor(s) and Lay Leadership Committee on ministry team effectiveness.
- 6.4.3. Church council chair meets twice in first half of year with each ministry team to review progress, discuss issues and concerns
- 6.4.4. By mid-August each ministry team completes a team-evaluation form and reviews with church council chair
- 6.4.5. Church council chair reviews team-evaluations with pastor(s) and Lay Leadership Committee and makes recommendations on status of lay leadership positions for upcoming year.

Hoosier Memorial United Methodist Church – Strategic Plan 2008 – 2012 Summary

“Answering the Call to Servant Ministry”

Goal 1. Commitment: Spiritual Growth, Mutual Responsibility, Call to Ministry, and Accountability – All Hoosier Members

Church Council On Ministries and Missions

Administrative Board

<u>Goal 2. Nurture</u>	<u>Goal 3. Outreach</u> (1 & 2)	<u>Goal 4. Witness</u>	<u>Goal 6. Leadership</u>
<ul style="list-style-type: none"> • Spiritual Growth, Christian Discipleship, and Spiritual Disciplines 	<ul style="list-style-type: none"> • Missions/Community Welfare <p><u>Goal 5. Membership Care</u></p> <ul style="list-style-type: none"> • Contact and Care (3 & 4) 	<ul style="list-style-type: none"> • Worshipping God • Bringing Others to Christ 	<ul style="list-style-type: none"> • Church Administration
<p>1. Christian Education</p> <ul style="list-style-type: none"> • Bible Study • Sunday School • Vacation Bible School • New Member Orientation • Membership Training • Stewardship <p>2. Age-Level Ministries</p> <ul style="list-style-type: none"> • <i>Adults (18 and above)</i> <ul style="list-style-type: none"> • Seniors (Prime Timers) • Adults <ul style="list-style-type: none"> ○ Family Ministries • Young Adults <ul style="list-style-type: none"> ○ Singles Ministry (SPIRIT) • <i>Young People</i> <ul style="list-style-type: none"> • Youth Ministry (13 – 17) <ul style="list-style-type: none"> ○ United Methodist Youth • Children’s Ministry (12 and under) <ul style="list-style-type: none"> ○ Children’s Church ○ Nursery <p>3. United Methodist Women</p> <p>4. United Methodist Men</p>	<p>1. Missions/Societal Impact</p> <ul style="list-style-type: none"> • Health and Welfare • Advocacy • Community Partners • Higher Education <p>2. Community Outreach</p> <ul style="list-style-type: none"> • Scouting • Center for Cultural Empowerment • Family Life Center <ul style="list-style-type: none"> ○ Senior Day Care ○ Children’s Day Care ○ Youth Summer Camp <p>3. Birth-month Clubs</p> <ul style="list-style-type: none"> • Transportation Ministry • Hospitality Ministry • Fellowship Ministry • Service Ministry <p>4. Church Membership & History</p> <ul style="list-style-type: none"> • Data Base • Church Historian/Archivist • Communications <ul style="list-style-type: none"> ○ Newsletter, Bulletin Board, Calling Post, WebPage 	<p>1. Worship</p> <ul style="list-style-type: none"> • Ministerial Staff • Music Staff • Choirs • Acolytes • Usher Boards • Lay Assistants <p>2. Sacraments</p> <ul style="list-style-type: none"> • Communion • Baptism • Confirmation • Marriages • Funerals <p>3. Evangelism</p> <ul style="list-style-type: none"> • Revivals • Lay Speaking <p>4. Church Celebrations</p> <ul style="list-style-type: none"> • Women’s Day (all ages) • Men’s Day (all ages) • Church Anniversary 	<p>1. Senior Pastor</p> <ul style="list-style-type: none"> • Administrative Officer; assures congregational organizational concerns are met <p>2. Lay Leadership Committee</p> <ul style="list-style-type: none"> • Identify, develop, deploy, evaluate, and monitor Christian spiritual leadership <ul style="list-style-type: none"> ○ HLI - (Hoosier Leadership Institute) – training and process facilitation <p>3. Staff-Parish Relations Committee (SPRC)</p> <ul style="list-style-type: none"> • Support Pastor and Staff <p>4. Board of Trustees</p> <ul style="list-style-type: none"> • Manage Church Facilities and Properties <p>5. Finance Committee</p> <ul style="list-style-type: none"> • Oversee Church Monies and Budget

**Appendix. Hoosier's Strategic Plan Framework:
*The Book of Discipline of the United Methodist Church 2004***

The *Discipline* is the book of law of The United Methodist Church. It is the product of over 200 years of the General Conferences of the denominations which now form The United Methodist Church.

The *Discipline* as the instrument for setting forth the laws, plan, polity, and process by which United Methodists govern themselves remains constant...It is the most current statement of how United Methodists agree to live their lives together. It reflects our understanding of the Church and of what is expected of its laity and clergy as they seek to be effective witnesses in the world as part of the whole body of Christ. (*UMC Book of Discipline 2004, p. v*)

Servant Ministry

UMC Book of Discipline 2004, Section IV.

- ¶ 133. *Christian Discipleship*—The ministry of all Christians consists of privilege and obligation. The privilege is a relationship with God that is deeply spiritual. The obligation is to respond to God's call to holy living in the world. In the United Methodist tradition these two dimensions of Christian discipleship are wholly interdependent.
- ¶ 134. *Our Relationship with God: Privilege*—Christians experience growth and transition in their spiritual life just as in their physical and emotional lives. While this growth is always a work of grace, it does not occur uniformly. Spiritual growth in Christ is a dynamic process marked by awakening, birth, growth, and maturation. This process requires careful and intentional nurture for the disciple to reach perfection in the Christian life. There are stages of spiritual growth and transition: Christian beginnings; Christian birth; Christian growth; and Christian maturity. These require careful and intentional nurture for the disciple to come to maturity in the Christian life and to engage fully in the ministry of all Christians.
- ¶ 135. *Our Relationship with Christ in the World: Obligation*—The ministry of all Christians in the United Methodist tradition has always been energized by deep religious experience, with emphasis on how ministry relates to our obligation to Jesus Christ. The early Methodists developed a way of life that fostered reliability, and their methodical discipleship is best expressed in the General Rules that John Wesley first published in 1743, which remain in *The United Methodist Book of Discipline*, pages 71-74.

Appendix. Hoosier Memorial United Methodist Church Strategic Plan 2008 – 2012 Answering God's Call to Servant Ministry

Section I. Church Membership

- **Goal 1. Commitment** – Cultivate within all members a desire to fulfill their membership vows to “remain faithful members of Christ’s holy Church” by being active members, giving of their time, gifts, talents, tithes, and service to Hoosier

When persons unite as professing members with a local United Methodist church, they profess their faith in God, the Father Almighty, maker of heaven and earth; in Jesus Christ his only Son and in the Holy Spirit. Thus they make known their desire to live their daily lives as disciples of Jesus Christ. They covenant together with God and with the members of the local church to keep the vows which are part of the order of confirmation and reception into the church, which includes (5) to be loyal to The United Methodist Church and do all in their power to strengthen its ministries and (6) to faithfully participate in its ministries by their prayers, their presence, their gifts, and their service. (*UMC Book of Discipline 2004*, ¶ 217)

Objective 1.1 Growth in Faithful Discipleship. All members of Hoosier regularly and consistently involved in activities of the church designed to support personal spiritual growth, enabling the individual to become a mature, Christ-like believer.

Faithful membership in the local church is essential for **personal growth** and for developing a deeper commitment to the will and grace of God. As members involve themselves in private and public prayer, worship, the sacraments, study, Christian action, systematic giving, and holy discipline, they grow in their appreciation of Christ, understanding of God at work in history and the natural order, and an understanding of themselves. (*UMC Book of Discipline 2004*, ¶ 218.)

Objective 1.2 Mutual Responsibility. All members of Hoosier regularly and consistently involved in the activities of the church for the **body of believers** that result in the support of and edification of all Hoosier members.

Faithful discipleship includes the obligation to participate in the **corporate life** of the congregation with fellow members of the body of Christ. A member is bound in sacred covenant to shoulder the burdens, share the risks, and celebrate the joys of fellow members. A Christian is called to speak the truth in love, always ready to confront conflict in the spirit of forgiveness and reconciliation. (*UMC Book of Discipline 2004*, ¶ 219)

Objective 1.3 The Call to Ministry of All the Baptized. All members of Hoosier regularly and consistently involved in the activities of the church for the **good of the whole** that result in the support of and edification of our brothers and sisters in need throughout the global community.

All members of Christ's universal church are called to share in the ministry which is committed to the whole church of Jesus Christ. Therefore, each member of The United Methodist Church is to be a servant of Christ on **mission** in the local and worldwide community...Participation in disciplined groups is an expected part of personal mission involvement. (*UMC Book of Discipline 2004*, ¶220)

Objective 1.4 Accountability. All members of Hoosier **adhering to and following through** on their commitments of support and service to the church and The United Methodist Church.

All members are to be **held accountable** for faithfulness to their covenant of baptism. If a baptized member neglects faithfulness and discipline in terms of the Baptismal Covenant, every means of encouraging that member to return and of nurturing him or her to assume the vows of professing membership should be made. (*UMC Book of Discipline 2004*, ¶221)

Section II. Church Council

The Church Council shall provide for planning and implementing a program of nurture, outreach, witness, and resources in the local church. It shall also provide for the administration of its organization and temporal life. It shall envision, plan, implement, and annually evaluate the mission and ministry of the church. (*UMC Book of Discipline 2004*, ¶252.1)

- **Goal 2. Nurture** – Develop vibrant programming that intentionally guides and supports all members of Hoosier through the stages of spiritual growth and transition: Christian beginnings; Christian birth; Christian growth; and Christian maturity.

The nurturing ministries of the congregation shall give attention to but not be limited to education, worship, Christian formation, membership care, small groups, and stewardship. Attention must be given to the needs of individuals and families of all ages. (*UMC Book of Discipline 2004*, ¶252.2a)

- **Goal 3. Outreach** – Demonstrate the love of Christ by caring for those in need while upholding the social principles of the United Methodist Church

The outreach ministries of the church shall give attention to local and larger community ministries of compassion, justice, and advocacy. These ministries include church and society, global ministries, higher education and campus ministry, health and welfare, Christian unity and interreligious concerns, religion and race, and the status and role of women. (*UMC Book of Discipline 2004*, ¶252.2b)

- **Goal 4. Witness** - Spread the Good News of the Gospel with the intention of making disciples of Jesus Christ

The witness ministries of the church shall give attention to developing and strengthening evangelistic efforts of sharing of personal and congregational stories of Christian experience, faith, and service; communications; Lay Speaking Ministries, and other means that give expressions of witness for Jesus Christ. (*UMC Book of Discipline 2004*, ¶ 252.2c)

- **Goal 5. Membership Care** – Provide ongoing contact, encouragement, and support to all Hoosier members

The local church shall endeavor to enlist each member in activities for spiritual growth and in participation in the services and ministries of the Church and its organizations. It shall be the duty of the pastor and of the members of the church council by regular visitation, care, and spiritual oversight to provide necessary activities and opportunities for spiritual growth through individual and family worship and individual and group study to connect faith and daily living, and continually to aid the members to keep their vows to uphold the Church by attendance, prayers, gifts, and service. The Church has a moral and spiritual obligation to nurture its nonparticipating and indifferent members and to lead them into an active church relationship. (*UMC Book of Discipline 2004*, ¶ 228.1)

III. Church Administration

- **Goal 6. Leadership** – Foster a church culture of open communication and mutual respect that leads to effective, accountable clergy and lay leadership ready, willing, and able to lead the church and her members to the fulfillment of God's purpose through the achievement of Hoosier's mission, motto, and vision

Objective 6.1. Administrative Order. Effective leadership and oversight of all organizational aspects of Hoosier.

The senior pastor is to be the administrative officer of the church and to assure that the organizational concerns of the congregation are adequately provided for. (*UMC Book of Discipline 2004*, ¶ 340.3)

Objective 6.2. Lay Leadership. Church leadership positions are to be held by Hoosier members who have demonstrated their commitment to spiritual growth and faithful discipleship as outlined in Goal 1.

The charge of the *Committee on Lay Leadership* is to identify, develop, deploy, evaluate, and monitor Christian spiritual leadership for the local congregation. Members of the committee shall engage in and be attentive to developing and enhancing their own Christian spiritual life in light of the mission of the Church. (*UMC Book of Discipline 2004*, ¶ 259.1)

Objective 6.5. Pastor, Paid Staff, and Church Relationships. Develop and maintain an atmosphere of love and respect between the church and her pastor and paid staff.

People serving on the Committee on Staff-Parish Relations must be engaged in and attentive to their Christian spiritual development as to give proper leadership in the responsibilities with which the committee is entrusted. In conducting its work, the committee shall identify and clarify its values for ministry. It shall engage in biblical and theological reflections on the mission of the church, the primary task, and ministries of the local church. (*UMC Book of Discipline 2004*, ¶ 259.2)

Objective 6.6. Church Facilities, Campus, and Properties. Effective stewardship of all church facilities, surrounding areas, and other properties in support of the ministries and missions of the church.

Subject to the direction of the charge conference, the board of trustees shall have the supervision, oversight, and care of all real property owned by the local church or by any society, board, class, commission, or similar organization connected therewith; (and governed by the four (4) provisional clauses listed in the *UMC Book of Discipline 2004*, ¶ 2532).

Objective 6.7. Church Finances. Effective stewardship of all church financial activities and obligations in support of the ministries and missions of the church.

All financial askings to be included in the annual budget of the local church shall be submitted to the committee on finance. The committee on finance shall compile annually a complete budget for the local church and submit it to the church council for review and adoption. The committee on finance shall be charged with responsibility for developing and implementing plans that will raise sufficient income to meet the budget adopted by the church council. It shall administer the funds received according to instructions for the church council. (*UMC Book of Discipline 2004*, ¶ 259.4)

Hoosier Memorial United Methodist Church

Strategic Plan 2008 – 2012

“Write the vision and make it plain on tablets, that he may run who reads it.”
Habakkuk 2:2

Answering God’s Call to Servant Ministry

“Giving Our Utmost for His Highest—Our Best for His Glory”



Obedience to the “Heavenly Vision”

“I was not disobedient to the heavenly vision” (Acts 26:19)

If we lose “the heavenly vision” God has given us, we alone are responsible—not God. We lose the vision because of our own lack of spiritual growth. If we do not apply our beliefs about God to the issues of everyday life, the vision God has given us will never be fulfilled. **The only way to be obedient to “the heavenly vision” is to give our utmost for His highest—our best for His glory.** This can be accomplished only when we make a determination to continually remember God’s vision. But the acid test is obedience to the vision in the details of our everyday life—sixty seconds out of every minute, and sixty minutes out of every hour, not just during times of personal prayer or public meetings. (Source: *My Utmost For His Highest: The Golden Book of Oswald Chambers*, page March 11, edited by James Reimann, Discovery House Publishers, 1992.)

Hoosier Memorial United Methodist Church
2545 Benjamin E. Mays Drive, SW
Atlanta, Georgia 30314
Founded 1982

Phone: 404-755-1686
Fax: 404-755-6100
Website: www.hoosierchurch.org