

Vision Statement

2017 Goal

Staffing

2017 Goal

Church Governance

2017 Goal

Church Finances

2017 Goal

Centenary Downtown

Strategic Plan

2017 – 2020

Doing God's Will in Richmond

Music Ministry

2018 – 2020 Goals

**Church
Communications**

2018 – 2020 Goals

**Facilities
Management**

2018 – 2020 Goals

**Community
Relationships and
Networking**

2018 – 2020 Goals

Worship Services

2018 – 2020 Goals

**Mission and
Outreach**

2018 – 2020 Goals

Background

In January of 2016, a group of lay members, began a process of developing a strategic plan for Centenary. Over the course of the year, this group met and analyzed with care the state and use of our facilities, our missions and outreach ministries, the management of our financial resources, our ministries in the areas of membership development, communications, worship, music, and Christian Education. The group also conducted a careful analysis of our church staff, both paid and volunteer, as well as our current structure of governance as a congregation. The group considered current demographic information about our mission field as downtown Richmond is experiencing a time of renewal, with many young adults and empty-nesters moving into our community. One of the group's main questions had to do with how we can align our resources of people, finances, and facilities in the most efficient and economical way to reach a new generation. The group was also especially aware of the question of how to most responsibly use our endowment so that Centenary's mission continues for many years to come, as well as the question of how we might most effectively utilize our facility, particularly in light of the significant cost involved in its maintenance and operation.

In the fall of 2016, the leadership of this group offered four sessions in our Adult Sunday School hour to explain the work of the committee, share its findings, and seek feedback and input.

In May of 2017, the committee approved the pastor's request to invite Rev. Dr. John Wimberly to serve as a consultant. John Wimberly spent a day with our staff and key lay leaders, and another day with our 2020 Committee and Administrative Council. Following his time with us, he presented us with a report that has been helpful in developing our plans for the future. His report offered suggestions in the areas of financial management, the use of our endowment, governance, staffing, and reaching new people that have informed our own thinking.

Through this methodical, prayerful process, everyone involved has sought to discern God's will for Centenary so that we can be a vital congregation in the present and for many years to come.

The committee recommends a focus on four key areas that will become the foundation for the remainder of the work that is to be accomplished in this strategic plan in the remaining months of 2017. Priority goals for 2018 will be decided upon in January 2018.

- ❖ **Purpose:** A purpose statement will clearly identify our vision on how we will fulfill God's will in downtown Richmond.
- ❖ **Endowment:** A set of policies and procedures will provide a clear direction and Guidance for the use of endowment funds will ensure proper management of the funds, consistency and accountability.
- ❖ **Governance:** A new governance structure will enable the church to be managed in a more efficient and effective manner.
- ❖ **Staffing:** The number of staff and the roles and responsibilities of staff need to be realigned with available financial resources.

All church members are invited to participate in the actions and activities listed in this planning document. To achieve our fullest potential and to accomplish all of our goals will require the time and talents of a great many church members. We encourage you to let Pastor Matt or Joe Speidel know if there is a particular area in which you would like to either provide leadership or participate as a member of an ad hoc (*time-limited*) team. Using a ‘team’ approach, many of the strategies listed in this report can be accomplished in a short period of time.

Stating our Mission and Vision

Introduction

A team tasked with writing a statement of mission and vision that will guide our ministry and mission now and into the future, proposes this guiding document. Their work tries to take into account the core processes of making disciples and states in a brief way our understanding of our mission. The statements under “Mission goals” indicate in more detail, the kind of church we aspire to be centered around the core purposes of the church, seeking to use terminology understandable to non-churched people--gathering, reaching out, and serving. In our publications and on our website, the brief statements can be primary, and people can be invited to click through to find more detail. This group also suggests branding ourselves as Centenary Downtown.

CENTENARY DOWNTOWN

Our Mission and Vision

Mission statement: "To change the world through love"

VISION STATEMENT:

We reach out to our community to share God's love. [Witness/Connect]

We gather in our community to experience God's love. [Nurture/Grow]

We serve our community to demonstrate God's love. [Outreach/Serve]

Our facility is a resource for love and service to the community.

MISSION GOALS

❖ **Reaching out:**

We reach out to offer God's love to all.

Our invitation is to "Come as you are" to gather and serve.

We are an inclusive, reconciling congregation, welcoming all.

We are active in our community and our building is a resource for the community.

❖ **Gathering**

We gather as a diverse people to worship God and nurture each other.

We gather for worship in a setting where we expect and hope to encounter the presence of God's love.

We gather to heal and to forgive.

We gather for shared meals, fellowship, and learning.

We gather to grow in God's love so we can show God's love to the world.

❖ **Serving:**

We work for justice.

We advocate for mercy.

We humbly dare to love all people.

We are inspired by God's love to serve our community and change the world.

❖ **Facility:**

Our facility is a community asset, the seat of activity for our love and service.

We maintain our facility to house our gathering, outreach, and service to others.

Our facility is available to groups whose mission and vision align with ours.

Partnership with outside groups should promote justice, acts of mercy, and humble acts of service to the community.

Revenue from these partnerships can be used to maintain our facility as the base of our shared mission.

CHANGING THE WORLD THROUGH LOVE

Goals and Strategies Based on Our Mission and Vision

Reaching out:

- *We reach out to offer God's love to all.*
- *Our invitation is to "Come as you are" to gather and serve.*
- *We are an inclusive, reconciling congregation, welcoming all.*
- *We are active in our community and our building is a resource for the community.*

	Target Date(s)
2018 - 2020 Goal: Develop and implement a strategy to reach new members with special emphasis on young professionals and students in downtown Richmond and senior adults in the metro Richmond area.	By 2020
Strategies: <ul style="list-style-type: none"> • Explore all options for organizing “off-site” Christian programs in informal settings. • Develop a more robust communications ministry that utilizes the web and social media to help us connect with people in our mission field as well as our own members. • Strategies need to be developed to motivate young professionals who live in the immediate area to get involved in the life of the church. We need to develop opportunities for them to develop relationships with peers and urban mission work should be a focus • Determine if there is a different time that a church service could be held which would attract young adults? • Maintain a formal relationship with PACE United Methodist Church and offer transportation assistance to students interested in attending church. • Expanded outreach may attract mature adults from the fan, museum area and other areas of metro Richmond that wish to re-connect with a church. 	

Gathering

- *We gather as a diverse people to worship God and nurture each other.*
- *We gather for worship in a setting where we expect and hope to encounter the presence of God's love.*
- *We gather to heal and to forgive.*
- *We gather for shared meals, fellowship, and learning.*
- *We gather to grow in God's love so we can show God's love to the world.*

	Target Date(s)
2018 - 2020 Goal: To develop and implement a comprehensive process for making disciples of Jesus Christ that is grounded in our rich worship life.	By 2020
Strategies: <ul style="list-style-type: none"> • To establish a team that will define a disciple of Jesus Christ, explain the relationship between a disciple and the Gospel, and articulate the key things we will be doing between now and 2020 to ensure that we have in place a discipleship process for all ages and stages of life. • Develop regular weekday Bible Study, fellowship, and outreach opportunities. • Develop more potential teachers and small group leaders. • Develop a music ministry that is financially sustainable and missionally appropriate. • Utilize more diverse music ministry program that connects with our members and people in our mission field. 	

Serving:

- *We work for justice.*
- *We advocate for mercy.*
- *We humbly dare to love all people.*
- *We are inspired by God's love to serve our community and change the world.*

	Target Date(s)
Goal: To have an array of vital, well-organized and well-managed church mission opportunities and outreach activities that allow us to change Richmond and the world through love.	By 2020
Strategies: <ul style="list-style-type: none"> • Identify our mission possibilities and publicize them. • Evaluate whether we should continue, end, or increase support of current mission projects or beginning new ones. 	

<ul style="list-style-type: none"> • Explore student internships with area seminaries, colleges, and universities. • Build on our reputation as the central United Methodist hub for urban mission and ministry in Richmond. • Conduct a formal evaluation of the Friday walk-in program including the Bless My Soul Foot-Washing Ministry and develop a plan to strengthen these long-standing mission programs. • Conduct a formal evaluation of our annual CARITAS program and develop a plan to strengthen our involvement. • Conduct a formal evaluation of our Stop Hunger Now activities and develop a plan to strengthen our involvement. • Conduct a formal evaluation of our Remember and Recommit programs and develop a plan to strengthen our involvement. 	
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	Target Date(s)
Goal: To help lay people find their spiritual gifts and passions for ministry and utilize them in the fulfillment of our mission to change the world through love.	2018 – 2020 Goal
Strategies: <ul style="list-style-type: none"> • Teach classes on spiritual gifts and offer opportunities for spiritual gifts inventories. • Collect these results and import into our ACS database for future reference when seeking servants and leaders for ministry. • Develop a plan for lay leadership development (identifying potential leaders, encouraging them, and mentoring them). 	

Facility:

- *Our facility is a community asset, the seat of activity for our love and service.*
- *We maintain our facility to house our gathering, outreach, and service to others.*
- *Our facility is available to groups whose mission and vision align with ours.*
- *Partnership with outside groups should promote justice, acts of mercy, and humble acts of service to the community.*
- *Revenue from these partnerships can be used to maintain our facility as the base of our shared mission.*

	Target Date(s)
Goal: To have a church building that is inviting, informative, attractive and consistently clean.	By 2020
Appearance	

<ul style="list-style-type: none"> • Conduct a church yard sale to dispose of used furniture and donated items • Develop and implement a plan to conduct a quarterly “deep” cleaning program in the church • Develop and implement a schedule of regular and routine cleaning duties and responsibilities. • Develop and implement a plan for improving the appearance rear entrance to the church. • Develop and implement an annual plan for the planting and upkeep of the flowers in both the front and rear of the church. <p>Signage:</p> <ul style="list-style-type: none"> • Develop and implement a plan for signage to promote the church on the Franklin Street side of the church • Develop and implement a plan to enhance the signage in the front of the church. • Develop and implement a plan to enhance the signage inside the church. • Reach a consensus about clearly being identified as a reconciling congregation on outdoor signage. 	
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	Target Date(s)
Goal: To make full use of all facility resources in ways that serve the community and generates revenue.	By 2020
Strategies: <ul style="list-style-type: none"> • Do a facility use study to determine the best uses of the church building. • Research the legal, financial, and liability dimensions of renting space to compatible non-profits. • To determine if it would be in the best interest of the church to continue to manage the parking lot as we are now, sign a lease agreement or sell the parking lot. 	

Generosity and Financial Management

We aspire to be a congregation that helps people see generosity as a spiritual response to God’s grace and to understand our responsibilities of stewardship as Christian disciples. Through generous giving and faithful stewardship of God’s many blessings, we are able to cooperate with God in changing the world through love. We also aspire to be a congregation that manages all the assets entrusted to us with prudence and discipline so that they bless future generations, even as these assets bless us today.

	Target Date(s)
2017 Goal: To develop church financial plans that enable Centenary to operate within its means and to be a blessing for future generations.	December 2017

<p>2017 Strategies:</p> <ul style="list-style-type: none"> • To develop an endowment policy. • To consider the creation of a Capital Reserve Fund with the proceeds from the Historic Tax Credits as seed money. <p>2018 – 2020 Strategies</p> <ul style="list-style-type: none"> • Conduct an objective review of the church parlor and develop a plan for improvements • Conduct an objective review of the chapel and develop a plan for enhancements. • Conduct an objective review of the fellowship hall and develop a plan for enhancements • Conduct a review of all storage spaces in the church and develop a plan for the most efficient and effective used available space. • Conduct a review of the nursery and all classrooms and develop a plan for enhancements. 	
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	Target Date(s)
<p>Goal: To develop and implement strategies to increase church revenues.</p>	
<p>Strategies:</p> <ul style="list-style-type: none"> • Develop and implement a plan to provide for electronic giving options for church members (online, kiosks, etc.) • Conduct a cost/benefit study on promoting the use of church facilities for weddings or other events for non-church members or organizations. • Conduct a cost/benefit study for leasing the church nursery to a commercial day care operator during the business week. • Foundation grant opportunities need to be explored if they are compatible with mission activities. • Specialized educational about trusts and wills might encourage/motivate some members to put CUMC in their wills. 	

Lay Leadership and Church Governance

We aspire to be a church where laity are encouraged and empowered to understand their spiritual gifts and to pursue ministries, consistent with Centenary's mission and vision, as God calls and leads. We aspire to be a church that respects people's time and has structures in place that require fewer people to oversee the administrative life of the church so that more people can spend their time in mission, ministry, and service.

	Target Date(s)
2017 Goal: To develop and maintain a governance structure that is effective, efficient, responsive, and manageable.	December 2017
Strategies: <ul style="list-style-type: none"> • Implement a more effective, streamlined approach to church governance, adopting the Single-Board Model and creating ministry teams. • Define roles and responsibilities of members chosen for the church governance board. • Determine policies and procedures for the church governance structure. • Determine a slate of officers and members for 2018 	

Church Staffing

A Brief Philosophy

Church Staff includes anyone doing ministry, whether as paid staff or as lay volunteers. We need our staff, paid and volunteer to be involved in ministry so that the key processes of discipleship are done well—reaching out to new people, gathering them for worship and spiritual growth with other Christians, and sending them out into the world for service and mission.

To the extent that it is possible, lay volunteers are preferred to lead ministries. When and if it is determined a ministry area needs some professional or consistent leadership beyond the ability or time available of a volunteer, part-time staff is to be preferred over full-time. The purpose of all paid staff is to equip laity for ministry and mission. We need a staffing pattern that enables us to fulfill our purpose as a congregation and that can be supported by available financial resources.

	Target Date
2017 Goal: To develop a personnel structure and budget that helps the church fulfill its mission and is financially sustainable.	Dec. 2017

Strategies:

- Annually determine the personnel needs of the church in relation to our missional objectives and the available fiscal resources.
- Review roles and responsibilities of all church staff to maximize their work in the church.
- Openly communicate with church members about any changes and the impact on the church.
- Partnerships with DCM churches, VCU/SSW and Union Theological Seminary could be strengthened by internships (paid and unpaid) and the development of a student social outreach program that would enhance our church mission.

