



Vision and Strategic Plan

Aldersgate United Methodist Church
Montgomery, Alabama
May 2009

Ask, and it will be given to you; seek, and you will find; knock, and the door will be opened for you. (Luke 11:9)

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Introduction

The purpose for a visioning process is to establish priorities on what Aldersgate United Methodist Church will accomplish in the future. Visioning forces us to make choices on what we will do and what we will not do. Furthermore, it pulls the entire church together around a single game plan for execution and provides a broad outline on where we need to allocate resources. The benefit to visioning is that it counters excessive inward and short-term thinking. Ultimately, visioning provides the church a proactive plan for the future; a plan everyone in the church can believe in.

The work of the Aldersgate Visioning Team began on August 13, 2008, and ended May 3, 2009. Eleven members comprised the team and represented various work areas of the church and membership at large. Members of the team were Harold Adair, Tom Babington, Scott Bergren, Barbara Boland, Torey Elmore, Julie Gayle, Judy Loughridge, Steve Pittman, Edith Snyder, Pam Wideman, and Rev. Robin Wilson.

This visioning process began last August with all team members reading two books. The first book was *Seven Practices of Effective Ministry* by Andy Stanley, and the second book was *Leading Change* by John P. Kotter. Our first meeting began with all members of the Aldersgate Visioning Team taking Holy Communion together, and we continued to journey through a weekly Bible study of the book of Nehemiah as a group.

During the visioning process, the team gathered information from numerous sources, including:

- 2002 Aldersgate Strategic Plan and Vision
- 2007 Transformed Living Small Groups
- 2008 Congregational Surveys
- 2008 Interviews with Aldersgate Staff and Ministry Leaders
- 2008 Meeting with the City Planner for Montgomery
- 2008-2009 Follow-up Questions

Because of the diversity of these sources, the members of the Aldersgate Visioning Team considered numerous perspectives about the future of the church. Team members considered all opinions equally, recognized recurring themes, and then synthesized those themes into this plan. This complex task required the help of God. Throughout this process, team members prayed fervently before, during, and after the meetings. The team prayed for discernment of God's will for this church and development of a plan that would lead Aldersgate United Methodist Church to be the church God calls it to be. Furthermore, team members prayed that they could set aside any personal desires and be open to God's leading.

Trust on the Lord with all your heart, and lean not on your own understanding. In all your ways acknowledge Him and He will direct your paths. (Proverbs 3: 5-6)

The State of Aldersgate

The team invested a significant amount of time to assess the current state of the church, specifically, its strengths, weaknesses, opportunities, and challenges. Strengths are those things that Aldersgate does well. Weaknesses are those things that prevent us from doing what we really need to do. Strengths and weaknesses are internal to our church and we can control them. Opportunities are potential areas for growth and higher performance. Challenges confront the church and threaten to spoil our hopes and dreams.

Strengths:

In surveys and focus groups, church members often mentioned the strength of Aldersgate's children's programs, various ministries, and Sunday school classes. Additionally, other strengths identified were the compassion of the people of Aldersgate, the competence of the church's administrators and leaders, stewardship, missions, history/heritage, Christian education, music, recent growth in numbers, small groups, worship programs, and the library.

Weaknesses:

The recurring weaknesses identified were a lack of certain specialized ministries, not making full use of talents, difficulty with communication internal to the church, and a church family that appears divided between traditional and contemporary church services. Furthermore, some recognized the need for improved multi-media technologies, greater spiritual growth, and more in-depth Christian education. Other areas of concern were over-programming (being too busy as a church), a lack of persistent follow-up for missing members, not effectively reaching young people, a need for an adjustment to the Sunday school structure, and church facilities that are not appealing. Finally, the slow growth of the endowment fund, the poor participation of the Weekday Children's Ministry by members, and a general perception that low volunteerism and commitment from members all prevent the church from fulfilling God's calling for Aldersgate.

Opportunities:

There are so many ways for Aldersgate to expand its work in the community. Again, some recurring themes from the information collected by the Aldersgate Visioning Team are to reach out in service, evangelism, and missions. Specifically, the church can advance its use of media and communication, reach out to young adults in Montgomery, and diversify the congregation by attracting minorities in a very diverse city. Most exciting is the anticipated growth of Montgomery by 2-3% each year. The church grounds are becoming the physical center of Montgomery due to anticipated future growth between Ray Thorington and Taylor roads and an attempt to repopulate downtown Montgomery. Finally, the Montgomery Public School System is a specific area of need within our community, and the success of our community depends on the success of our schools.

Challenges:

The church's largest challenges are the 2008-2009 economic recession in the United States, apathy for Christianity in our community, and the aging population of the neighborhoods immediately surrounding the church.

The goal of the Aldersgate Visioning Team was to create a vision and strategic plan that capitalizes on our strengths and opportunities, but mitigates our weaknesses and challenges.

Vision Statement

A vision statement is how the church wants its members and the community to perceive it in the future. It is a picture of what success looks like. Our vision statement challenges everyone to reach for something significant and inspires a compelling future for Aldersgate United Methodist Church. This particular vision statement provides a long-term focus for the entire church, and the strengths, weaknesses, opportunities, and challenges of Aldersgate influenced its creation.

Embrace our heritage of boldness and vision, provide welcome to all, joyfully witness to our hope in Christ, deepen our love and commitment for each other, and purposefully serve in God's world.

Explanation

“Embrace our heritage of boldness and vision” – Since 1903, the congregation of Aldersgate has served for the glory of God. We have been bold and courageous in our faith and we are people with vision for how God will work in our lives. Our history has demonstrated our ability to be flexible to the changing world around us and to succeed. For example, in 1944, fire destroyed the sanctuary, but we held a service the next Sunday and quickly rebuilt it. Then, in 1973, the original Aldersgate congregation located on Forest Avenue declined in membership to just 200 people. The church recognized it must move or die, and we made the bold decision to leap out in faith and move the church to farmland in the far eastern reaches of town, the present location of our church. Our church will continue and strengthen thriving areas that its membership is most proud, such as the music, the children’s ministries, and the leadership.

“Provide welcome to all” – This expression recognizes our desire to be more diverse. As the city grows and the demographics shift, we desire to be relevant to our community and reflect those same changes. The hope is to reach out to all and warmly welcome any who walk through our doors.

“Joyfully witness to our hope in Christ” – As a congregation and as individual believers, we will joyfully be examples for other Christians and for non-Christians to follow. Our membership will be prepared to witness to the world through proper education and loving accountability.

“Deepen our love and commitment for each other” - We seek to break down the barriers that divide us and become a more unified church in thought and action. Through our unconditional love and commitment for each other, the church can achieve this vision.

“Purposefully serve in God’s world” – The people of Aldersgate envision mission work in the community and beyond. Our city will know our name because of our continual presence within Montgomery and throughout the world.

Mission Statement

To Know Jesus and To Make Him Known

In 1992 the church developed its mission statement, and Mary Ellis described the process, “Jim Dannelly was our minister at the time and the Council on Ministries was making long range plans for the church and also trying to come up with a visioning statement. The council met on a Saturday morning in the choir room.

Everybody on the council worked on this. They batted ideas back and forth all morning long. Edith Snyder and Laurene Caldwell were on the Council at the time. It took all morning but the entire Council decided on the statement, “To Know Him and to Make Him Known.” Laurene said, “We need to identify the pronoun, ‘Him’ so that everyone will know exactly who we mean. Let’s say, ‘To Know Jesus and to Make Him Known.’” So it was decided and that has been Aldersgate’s visioning statement since then. The Council decided and Laurene capped it off. And I hope and pray that our church will always ‘Know Jesus and Make Him Known’.”

The first thing Jesus said to His disciples was “Come, follow me and I will make you fishers of men.” (Matthew 4:19; Mark 1:17)

“Serving on the Visioning Committee has been an honor and a privilege. Throughout the process, we fervently prayed for God’s guidance and His vision for Aldersgate. Uppermost in our minds was a desire for this to be a viable, working document that would hold us accountable to God and to each other. Our mission statement “To Know Jesus and To Make Him Known” was ever present as we worked on this visioning plan. In my mind this mission statement fulfills Jesus’ Great Commission to ‘go and make disciples of all nations,’ and I pray that Aldersgate’s vision will uphold His Great Commission. With the help of the Holy Spirit, let us go forth and make Aldersgate a Great Commission Church.”

-Barbara Boland

Goals and Objectives

Goals describe a future end-state, or a desired outcome that supports the mission and vision. They shape the way ahead in actionable terms and consider the strengths, weaknesses, opportunities and challenges of the church. Ultimately, goals drive higher levels of performance and close a critical performance gap. This performance gap is the distance from where we are and where we want to be as a church.

Objectives directly support goals. Several objectives are necessary to meet a single goal. All objectives must be specific (detailed, particular, or focused); measurable (quantifiable); action-oriented (involves an activity); realistic (practical, achievable, and possible); and time- or resource-constrained.

This strategic plan consists of six distinct goals and a series of objectives under each goal. There are thirty-four objectives. The goals and objectives are:

1. *I*nstill a pride of commitment in all members of the church family to take ownership and responsibility by their participation, ensuring our church's vision succeeds.

- 1.1. Annually collect information about where all Aldersgate members are serving in the church.
- 1.2. Annually contact members and frequent visitors who did not complete a service commitment form and encourage them to do so.
- 1.3. Starting in the fall of 2009, offer a bi-annual course sharing Aldersgate's history, mission, and ministries with prospective and new members, with service opportunities made available for all participants.
- 1.4. Incrementally increase small group attendance to include 70% of total membership by 2015.
- 1.5. Incrementally increase attendance at each church service to incorporate 70% of total membership by 2015.
- 1.6. After assessing needs of current ministries, effectively organize and train teams for emerging and thriving ministries to increase confidence.
- 1.7. Increase participation in the Aldersgate Endowment Fund from 2008 levels by 100% in 2015.
- 1.8. By October 2009, begin to periodically review and monitor the progress of Aldersgate in achieving its objectives, goals, and vision.

2. *Expand our service to Aldersgate, the community, and beyond by purposefully showing God's love to all.*

- 2.1. By incrementally increasing the amount allocated in the budget, Aldersgate will give 10% of its total budget to missions by 31 December 2015.
- 2.2. Develop a multigenerational ministry with the Montgomery Public School System by 2009 that grows in strength and participation each year until 2015.
- 2.3. By 2015, expand our caring ministries to promote aspects of health and wellness, as well as support to older adults and persons with special needs, by offering programs/events every week.

*He said to them, "Go into all the world and preach the good news to all creation."
(Mark 16:15)*

"For the past nine months I have had the privilege of serving on the Visioning Committee. With the outstanding leadership provided by Scott Bergren, we have prayerfully tackled the challenge of "birthing" this vision. Throughout our many sessions, we have carefully gone over at length the input from numerous sources. As a viable committee, we have respectfully disagreed with each other at times and felt free to voice our own opinions. This committee achieved a sense of connectedness and respect since all members pitched in.

To begin our visioning process, we did a Bible study on Nehemiah, a man of faith and vision. We prayed for the presence of the Holy Spirit to work through us as we consistently strived to bring the Visioning process to be an active, integral path for our church for the next seven years.

It is our prayer for members to see that this plan has the potential to impart even more life and vigor into our already vibrant church home that we call Aldersgate. Our fervent prayer is for this plan to make the people of Aldersgate aware of all the possibilities of service that our Savior has placed before us.

Together we can place ourselves, our different ways of supporting our mission statement at AUMC - To Know Jesus and to Make Him Known - into God's hands. And through His guidance, we will further dedicate ourselves to His service at Aldersgate and out into our world."

~ Judy Loughridge

3. *I*ncrease evangelism and witness to the unchurched as commanded by God, fulfilling our mission: “To Know Jesus and To Make Him Known.”

- 3.1. Develop biannual training opportunities for congregation beginning in 2010 to increase confidence in evangelism and witnessing.
- 3.2. Each family of children participating in the WCM will receive personal invitations to Aldersgate events in an effort to increase the ratio of member to nonmember families of the children enrolled in the program to 1:1 by 2015.
- 3.3. Develop an evangelism program for immediate neighborhoods around Aldersgate that results in 35% of the congregation living in the 36116 postal code by 2015.
- 3.4. Encourage our education ministries to grow with specific attention to technological improvements and upgrades that will enhance learning by incrementally purchasing/refreshing equipment in classrooms and buying portable presentation suites (laptops/projectors) each year beginning in 2010.
- 3.5. Upgrade projection capability in sanctuary by April 2013.
- 3.6. Upgrade lighting in Chapel by April 2011.
- 3.7. Once a year, the church will devote a Sunday morning as a celebration to the WCM program to encourage 90% of the non-Aldersgate families with children enrolled in the WCM to attend by 2014.
- 3.8. Annually schedule a Sunday when all members are encouraged to bring a visitor and strive by 2012 for at least 200 new faces attending that particular worship day.

The last thing He said to them was “Therefore go and make disciples of all nations....” (Matthew 28:19)

4. **Create a relational atmosphere within the church family, unifying the body while nurturing the spiritual growth of the congregation.**
 - 4.1. Approve a church council task force to study the feasibility of changing the Sunday morning schedule to allow the existing 9:15 and 10:30 Sunday school hours to meet at the same hour.
 - 4.1.1. Begin its work by 1 September 2009.
 - 4.1.2. Provide its final recommendation to the church council by 1 December 2009.
 - 4.2. Schedule at least one intergenerational gathering every year that incorporates speakers, musicians, as well as opportunities for generations to serve together starting in 2010.
 - 4.3. Develop more timely and relevant photo directory containing information that helps develop relationships by October 2011.
 - 4.4. Create a three-phased and specialized confirmation program for children in grades 7-12 that focuses on scripture, accountability, and preparation for adulthood by October 2009.
 - 4.5. Develop and structure a holistic ministry with young families that allow them to deepen in faith together and optimize church programming to strive for 90% participation of all young families at Aldersgate by 2015.

Since we are all one body in Christ, we belong to each other and each of us needs all the others. (Romans 12:5)

For anyone who does not love his brother, whom he has seen, cannot love God, whom he has not seen. And He has given us this command: Whoever loves God must also love his brother. (1 John 4:20-21)

Be completely humble and gentle: be patient, bearing with one another in love. Make every effort to keep the unity of the Spirit through the bond of peace. (Ephesians 4:2-3)

5. **Communicate our vision, both internal and external, to take steps to progress Aldersgate's image in the community.**

- 5.1. Make events known in advance through new and inventive multimedia formats.
- 5.2. Create a new and more eye-catching sign to church entrance by June 2014.
- 5.3. Develop a web presence that attracts 8,000 visitors per month who stay longer than two minutes by 2015.
- 5.4. Focus communication message to audiences at Maxwell AFB and diverse areas of town to ensure at least 200 people per year visit Aldersgate from those focus areas by 2013.
- 5.5. Educate our members about our rich heritage.

*We are ambassadors for Christ, as though God were making an appeal through us.
(2 Corinthians 5:20)*

"When I was asked to serve on the Aldersgate Visioning Team, I was reluctant to accept. After praying about it, I felt that God was calling me to this task. It has been a heart-searching, thought provoking process - and very rewarding. We have sought to arrive at the vision for Aldersgate that will best help us "To Know Jesus and Make Him Known." It has been very enlightening to share ideas with each member of our team. I feel that each of us has grown spiritually through this experience.

We are truly indebted to Scott Bergren for his expertise and leadership and to Rev. Robin Wilson for her guidance and patience. I am thankful for the privilege of having had a part in planning the vision for Aldersgate for the next seven years.

May God continue to bless us as we seek to fulfill this vision."

~ Edith Snyder

6. Continue our tradition of hospitality by our invitation, rich welcome, and development of facilities to strengthen our ministries.

- 6.1. After receiving specifically tailored training relative to effective hospitality in a church environment, trained church individuals will have increased levels of confidence by September 2009 to ensure that all who visit Aldersgate will experience a warm welcome.
- 6.2. Designated members will greet unfamiliar persons/visitors in the members' assigned sections of the sanctuary/CAC before, during and after the service and will encourage other members in close proximity to welcome unfamiliar persons/visitors after the service by September 2009.
- 6.3. To help members better identify the visitors attending Sunday services and develop a system that encourages church members to wear their nametags to every Sunday service by October 2009.
- 6.4. Retire church's long-term indebtedness by June 2009.
- 6.5. Initiate a three-year Capital Campaign by Lenten Season 2010.

When Christ returns, we want Him to say to us, "Well done, good and faithful servant!" (Matthew 25:21)

Implementation

This plan will only work if the members of the church embrace it as their own and the church methodically monitors the progress of performance of all goals and objectives. The key to this effort is the Champion. A Champion is a person responsible for implementing an objective. Although the Visioning Team has made every effort to make each objective specific, measureable, action-oriented, realistic, and time-constrained, it does not have expertise in all areas and appreciates the need for individual Champions to have the latitude to reassess how to measure progress and success for their area of expertise.

The Balanced Score Card in **Appendix A** is a restatement of the goals and objectives previously mentioned, and it also provides an example of a framework to organize and report actionable components of the strategic plan. The church can use it for managing the execution of our strategy. Additionally, it may improve how the church communicates the strategy, which is critical to execution. Since a Balanced Score Card is a living document to be used during the execution of a strategic plan, the one displayed in Appendix A is only an example to demonstrate how the church will implement this plan and it will change to reflect reality.

A measure is how the Champion may assess progress for a particular objective. A target is a value sought for each measure. If the church meets its targets each year, then it is well on its way to meeting one of its objectives. Finally, initiatives are those specific action steps needed to reach a target. Initiatives describe how the church will meet its goals and objectives. Initiatives are the individual programs, the events, and the actions that allow a Champion to make the objective a reality. For example, KidStuf is an initiative for Objective 4.5.

Some changes the church should make very soon, while others the church should phase in over a period of months or years. One key recommendation (Objective 1.8) is that the church establishes a system of accountability to review the activities of each area of ministry and operations. **Appendix B** depicts the sequence of major actions for the first year of the plan.

Once the church achieves all objectives under a goal, then the church achieves the goal. Once the church achieves all its goals, then the Aldersgate United Methodist Church Vision becomes a reality!

Appendix A - Example Balanced Score Card

Goal 1: Instill a pride of commitment in all members of the church family to take ownership and responsibility by their participation, ensuring our church's vision succeeds.

OBJECTIVES	MEASURES	TARGETS							INITIATIVES
		2009	2010	2011	2012	2013	2014	2015	
1.1. Collect information about where all Aldersgate members are serving in the church	Change from 2008 congregational completion rate		+10%	+10%	+10%	+10%	+10%	+10%	- Develop collection tool
1.2. Members and frequent visitors who did not complete a service commitment form will be contacted to sign a commitment form	Change from 2008 congregational completion rate		+10%	+10%	+10%	+10%	+10%	+10%	- Develop collection tool
1.3. Starting in Fall 2009, offer a bi-annual course sharing Aldersgate's history, mission, and ministries with prospective and new members, with service opportunities made available for all participants	Percent of new members participating	60%	70%	80%	90%	100%	100%	100%	- Develop course
1.4. Increase small group attendance	Percentage of total congregation (1,400)		50%	60%	70%	70%	70%	70%	- Lenten Study Program - Bible Studies - Wednesday Night Studies
1.5. Increase attendance at each church service	Percentage of total congregation (1,400)		50%	60%	70%	70%	70%	70%	- Purge roll books - Phone calls from Sunday school classes to missing persons
1.6. After assessing needs of current ministries, effectively organize and train teams for emerging and thriving ministries	Self-assessed confidence of ministry teams (5=high,1=low)		4	4	5	5	5	5	- In-house workshops - Send leaders to training around country - Partner with local churches to share training resources
	% of lay leadership who received specialized tng		20%	30%	40%	50%	50%	50%	
1.7. Increase Endowment Fund	Change from 2008 participation rate							+100%	- Awareness sessions
1.8. Periodically review/monitor church's progress in achieving its long-term plan	Start date	Oct							- Monthly/Quarterly In-progress Reviews - Assign Champions - Account for end dates

Goal 2: Expand our service to Aldersgate, the community, and beyond by purposefully showing God’s love to all.

OBJECTIVES	MEASURES	TARGETS							INITIATIVES
		2009	2010	2011	2012	2013	2014	2015	
2.1. Incrementally increase the amount allocated in the budget to missions.	Percentage of total budget		7%	8%	8.5%	9%	9.5%	10%	- Add to budget (Finance Committee)
2.2. Develop a multigenerational ministry with the Montgomery Public School System.	Number of persons participating.								- Tutor Programs - School supply donations
	Conservative More Challenging		25 30	30 40	35 50	40 60	45 70	50 80	
2.3. Expand our caring ministries to promote aspects of health and wellness, as well as support to older adults and persons with special needs.	Number of special programs or events.		15	20	25	35	45	52	- Community health fair - Special Olympics event - Older adult exercise program - Recreational programs or events - Preparation & delivery of meals for <i>Meals on Wheels</i>

Goal 3. Increase evangelism and witness to the unchurched as commanded by God, fulfilling our mission: “To Know Jesus and To Make Him Known.”

OBJECTIVES	MEASURES	TARGETS							INITIATIVES
		2009	2010	2011	2012	2013	2014	2015	
3.1. Develop biannual evangelism/witness training for congregation.	Self-assessed confidence of congregation to witness (5=high, 1=low)		3	4	4	4	5	5	- Trainer of teachers’ session. - SS classes devote two lessons per year to evangelism/witness.
3.2. Each family participating in WCM will receive personal invitations to Aldersgate events.	Ratio of Aldersgate members to non-Aldersgate members	23:1	15:1	10:1	5:1	2:1	2:1	1:1	- VBS - Easter Egg Hunt - Fall Festival - Easter Musical - Christmas Musical
3.3. Develop evangelism program for immediate neighborhoods around Aldersgate.	Increase percent of congregation living in 36116 postal code	15%	20%	25%	30%	35%	35%	35%	- Send letter/postcards to neighborhoods surrounding AUMC
3.4. Encourage education ministries to grow with specific attention to technological improvements and upgrades in classrooms to enhance learning.	Classrooms upgraded		3	3	3	3	3	3	- Computers, flat-panel screens, DVD players - Add to budget
	Portable units purchased			1	1	1			- Portable projectors and laptops - Add to budget
3.5. Upgrade projection capability in sanctuary.	Start Date			Jan					- Add to budget (Finance Committee)
	End Date					Apr			
3.6. Upgrade lighting in Chapel.	Start Date		May						- Add to budget (Finance Committee)
	End Date			Apr					
3.7. Annually devote a Sunday morning service as a celebration to the WCM program.	Percent of non-Aldersgate WCM children’s families in attendance		50%	60%	70%	80%	90%	90%	
3.8. Annually schedule a Sunday when all members are encouraged to bring a visitor.	Number of visitors attending morning worship		95	150	200*	200*	200*	200*	- Requires 3.1. to be initiated, and at least two training sessions

* 200 visitors equates to 43% of Sunday morning attendees in 2008 bringing a single visitor

Goal 4. Create a relational atmosphere within the church family, unifying the body while nurturing the spiritual growth of the congregation.

OBJECTIVES	MEASURES	TARGETS							INITIATIVES
		2009	2010	2011	2012	2013	2014	2015	
4.1. Approve a church council task force to study the feasibility of changing the Sunday morning schedule to allow the existing 9:15 and 10:30 Sunday school hours to meet at the same hour.	Change in Sunday school attendance from 2008 average	+5%	+10%	+15%	+17%	+19%	+23%	+25%	- Begin by 1 September 2009 - Final report by 1 December 2009
4.2. Schedule intergenerational gathering that incorporates speakers, musicians, etc.	Number of these type of events		1	1	1	1	1	1	- Revivals - Nationally known speakers - Bands
4.3. Develop more timely and relevant photo directory containing information that helps develop relationships	Completion Date			Oct					-Develop format
4.4. Create a three-phased and specialized confirmation program for children in grades 7-12 that focuses on scripture, accountability, and preparation for adulthood	Start date	Oct							
	Increase in total numbers? Numbers retained or brought back? Lives changed? Others impacted?	?	?	?	?	?	?	?	
4.5. Minister to young families in ways that will affect their daily lives so they can impact others for Christ.	Increase in participation by young families.	30%	40%	50%	60%	70%	80%	90%	- Family Time Training - Wednesday night offerings for children - KidStuf

Goal 5. Communicate our vision, both internal and external, to take steps to progress Aldersgate’s image in the community.

OBJECTIVES	MEASURES	TARGETS							INITIATIVES
		2009	2010	2011	2012	2013	2014	2015	
5.1. Events made known in advance through multimedia formats.	<ul style="list-style-type: none"> - Record e-mail replies - Tally RSVPs from bulletin inserts - Tally phone responses from media postings - Tally data from Web tracking software via ISP 	Aug							<ul style="list-style-type: none"> - Expand member e-mail list - Post printed handbills in every classroom & meeting venue in building - Place large promotional signage in prominent areas of AUMC - When enhanced church sign on Vaughn Rd is complete, use it to advertise events
5.2. Create a new and more eye-catching sign to church entrance.	Start Date				Aug				
	End Date						Jun		
5.3. Develop a significant Web presence.	Average number of unique visitors per month		2K	3K	4K	5K	6K	7K	- Utilize website usage tracking software
	Average number of visits per month longer than 2 minutes		3K	4K	5K	6K	7K	8K	
5.4. Focus communication message to the following target audiences in Montgomery: Maxwell AFB and other diverse areas.	Number of visitors from target audiences		50	100	150	200	200	200	- Maintain relationship w/ Lisa Ware @ MAFB (Chief of Community Relations) Ph 953-1517
5.5. Educate our members about our rich heritage.	Tally visit attendance #s and HTML views on Web and # of contributors.								<ul style="list-style-type: none"> - Publish short articles in Good News - Incorporate heritage into Sunday services (sermon and “Ministry Moment”) - Provide visitors a brief snapshot of church history

Goal 6. Continue our tradition of hospitality by our invitation, rich welcome, and development of facilities to strengthen our ministries.

OBJECTIVES	MEASURES	TARGETS							INITIATIVES
		2009	2010	2011	2012	2013	2014	2015	
6.1. Increase levels of confidence in congregation to ensure all who visit Aldersgate will experience a warm welcome	Published number of visitor contacts made in newsletter and/or bulletin Start date (Or surveys?)	Sept							- Specialized congregational training shall include members of Ushering Committee and experienced members as Greeters
6.2. Designated members will greet unfamiliar persons/visitors in assigned sections of sanctuary/CAC	Start date	Sept							- Use long-term members to monitor church attendees for recognition of unfamiliar faces - Publish # of visitor contacts made
6.3. To better help members identify visitors who are attending Sunday services; develop a system that helps members remember to wear their nametags to every Sunday service	Start date	Dec							- Encouragement from SS, Pastors, newsletter, bulletin, etc.
	End date		Mar						
6.4. Retire church's long-term indebtedness	End date	Jun							
6.5. Execute a 3-year Capital Campaign	Start date		Season of Lent						Formation of Capital Campaign plan
	End date					Season of Lent			

Appendix B - First-Year Timeline

Obj #	Objective	Date									
		May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10
6.4.	Retire long-term indebtedness										
5.1.	Events made known in advance										
6.2.	Designated mbrs greet unfamiliar visitors										
6.1.	Up confidence to ensure warm welcome										
4.1.	Task force to study one SS hour										
1.8.	Periodically review/monitor church progress										
4.4.	Create 3-phased confirmation program										
6.3.	Help mbrs wear nametags										
4.2.	Schedule one intergenerational gathering										
6.5.	Execute a 3-year Capital Campaign										