



University Presbyterian Church Strategic Plan

Updated October 2011



Introduction

- Strategic Planning process began in June 2009
- SP team formed as an arm of the Congregational Life Committee to address recurring concerns from leadership regarding
 - Knowing and conveying what UPC “stands for”
 - Need for a strategic ministry focus
 - Need for defined goals and execution strategy
 - Need for clear picture for the next 5, 10, and 20 years
 - Need to cast and communicate our vision in a consistent way



The Strategic Planning Process

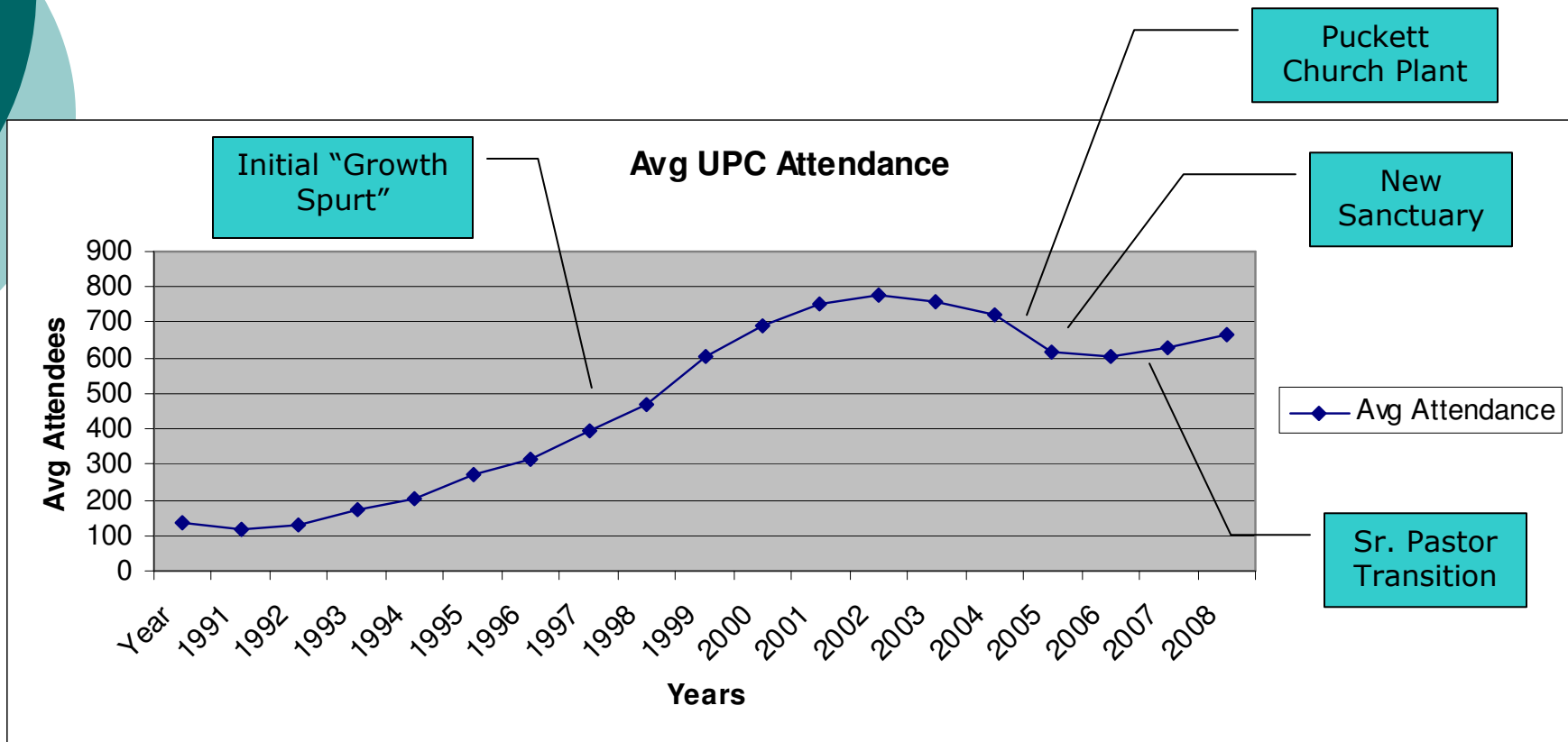
- Define our identity – who is UPC?
- Define our mission – where is UPC going?
- Define the strategy – what are the organization, goals, and resources needed to meet our mission?



Our Identity

Who is UPC?

Our Attendance Profile



We're not old but we're not young
Many churches flatline at this stage of life
We will have to do something different to avoid that



Our Demographic

- We're not a neighborhood church
- We're a middle-income church
- We have a strong parachurch component
- We are cross-generational
- We look a lot like our leadership (with a few more women)...

Zip	%	Comments
32828	43%	Avalon/Waterford Lakes
32825	18%	SW of UPC
32817	10%	UCF/Alafaya
32765	9%	Oviedo
Other	11%	Primarily distributed across 32708, 32826, 32707, 32766



Our Strengths

- Worship and Teaching
 - Quality of worship - strong music ministry
 - Commitment to Scriptural teaching and a grace-centered theology
- Community
 - Life groups – strong relationships and self-funded community care activities
 - Good generational spread across the congregation
 - Special history – a consistent theme of congregational unity
 - Strong sense of volunteerism – a culture where “every member is a minister” and congregational empowerment
 - Administrative staff with strong ties/connection to the congregation



Our Strengths

- Leadership
 - Strong community of leadership and “kingdom thinking” visionaries
 - Effective senior and associate pastors
- Space
 - New worship center with room to accommodate growth
 - Large plot of land with room to grow
- Parachurch Connections
 - Strong ties to parachurch organizations and RTS; leveraging talent and synergistic ministries
 - College ministry has strong synergy with RUF, and good fellowship
 - Produces people who “marry, stay, and serve.”



Our Weaknesses

- Finances and Staffing
 - Large mortgage debt and constrained budget
 - Most ministry areas are underfunded
 - Limited (part time) support staff
 - Need for more full time support
- Facilities and Visibility
 - Church location close to a main corridor but not visible to potential members
 - Poor signage
 - Inefficient space utilization of the Education Center
 - Modulars are old and uninviting
 - Lack of good place for people to gather between services



Our Weaknesses

- Leadership and Discipleship Training
 - Discipleship plan/training in its infancy
 - Need for increased leadership development
 - Elders, deacons, ministry leaders
 - Lack of formal leadership training for women
- Ministry Focus
 - Shotgun approach to ministry – lack of focus and attention to “core DNA”
 - Lack of clarity and some conflicting goals across ministries
 - Internal communication across ministry teams
 - Ambiguity in terms of encouraging people where to serve
 - Overarching strategic commitment/response to community needs



Our Weaknesses

- Outreach and Assimilation:
 - Training and intentionality in outreach – little perceived effort invested in those we do not know
 - Relational evangelism discussed but doesn't appear to be practiced much
 - Need strategy “geared to the guest”
 - Assimilation practices – not very effective at getting people “plugged in”
 - Not strong in guarding the “back door”
- Specific Ministry Areas
 - Adult Sunday School not well attended
 - Also leads to children not getting disciplined when adults don't stay for two hours
 - Limited Men's Ministry
 - Women's Ministry services a limited segment
 - Lack of ministry to women working outside the home



Our Mission

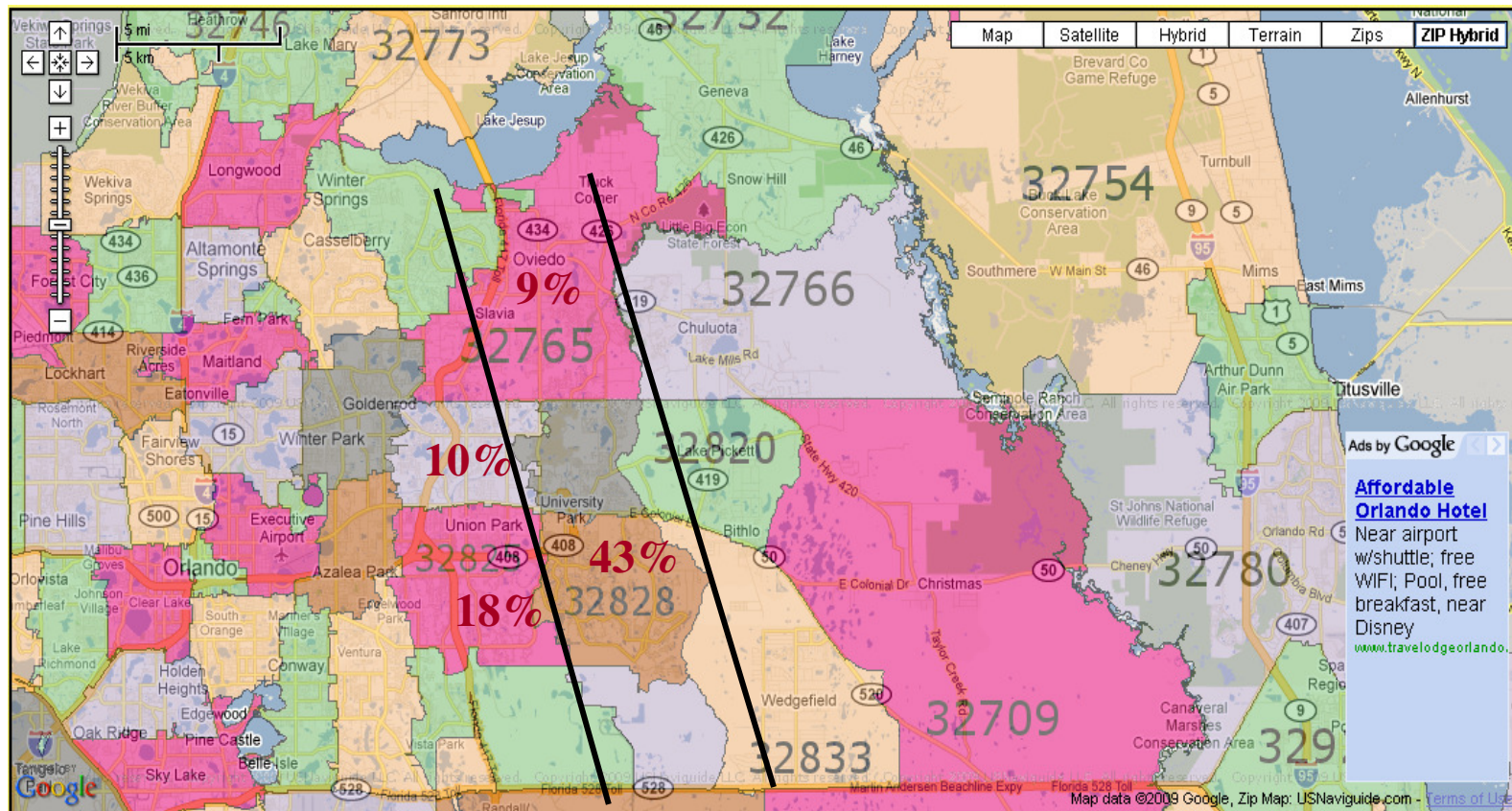
Where is UPC Going?



Most Likely Growth Regions

- We believe the following geographic regions provide the greatest natural opportunity for future growth:
 - 32828 and 25 regions
 - UCF community
 - Oviedo and surrounding area
- We are not encouraging primary growth through “reaching the church” but rather intentionally focusing our outreach in these areas

Growth "Corridor"

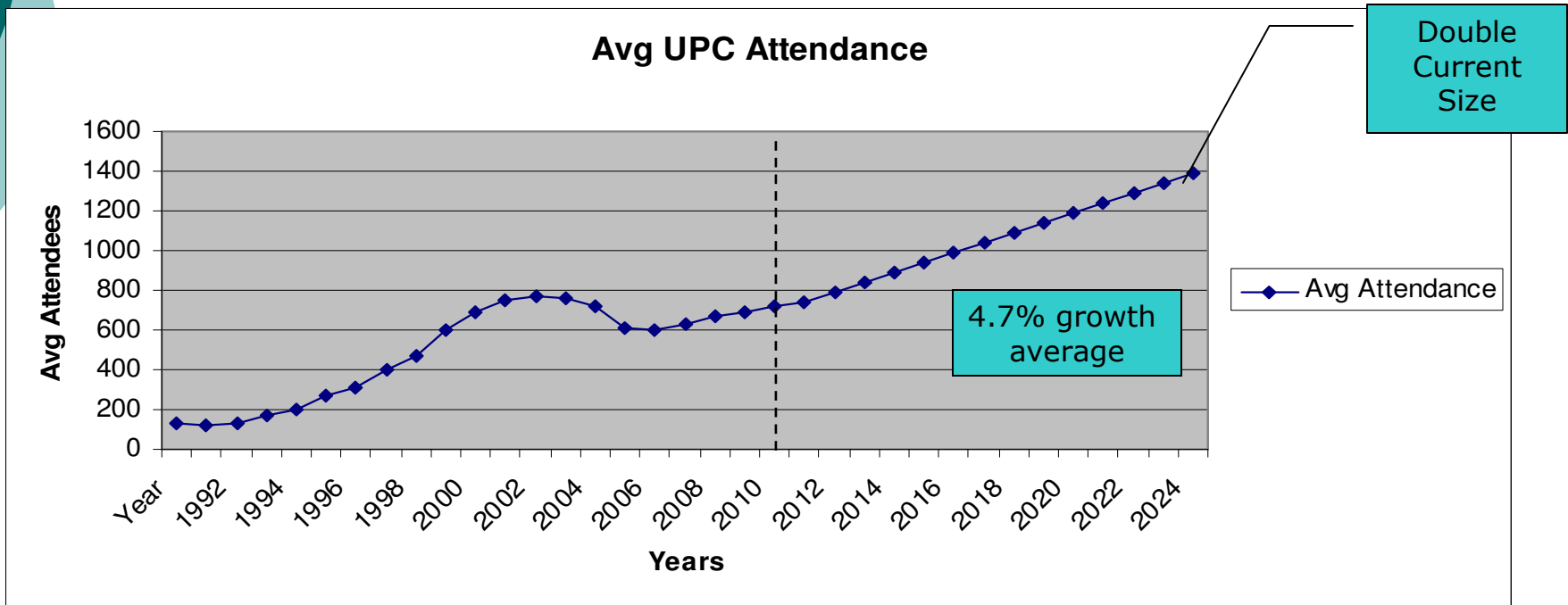




Growth Assumptions

- We believe it is reasonable to assume annual net growth of 50-100 attendees
 - May be 25-50 in earlier years as we get this “next phase” of UPC off the ground
- Used 50 attendees/year for facility planning purposes, with 100 as a growth objective
- Primary/immediate growth strategy should be “up” vs “out”
 - More growth on the UPC campus rather than church plant investments

Average Attendance with Growth Assumptions



Assumes average of 25 new attendees (net) through 2012
Assumes average of 50 new attendees (net) afterward
Attendance doubles in 14 years

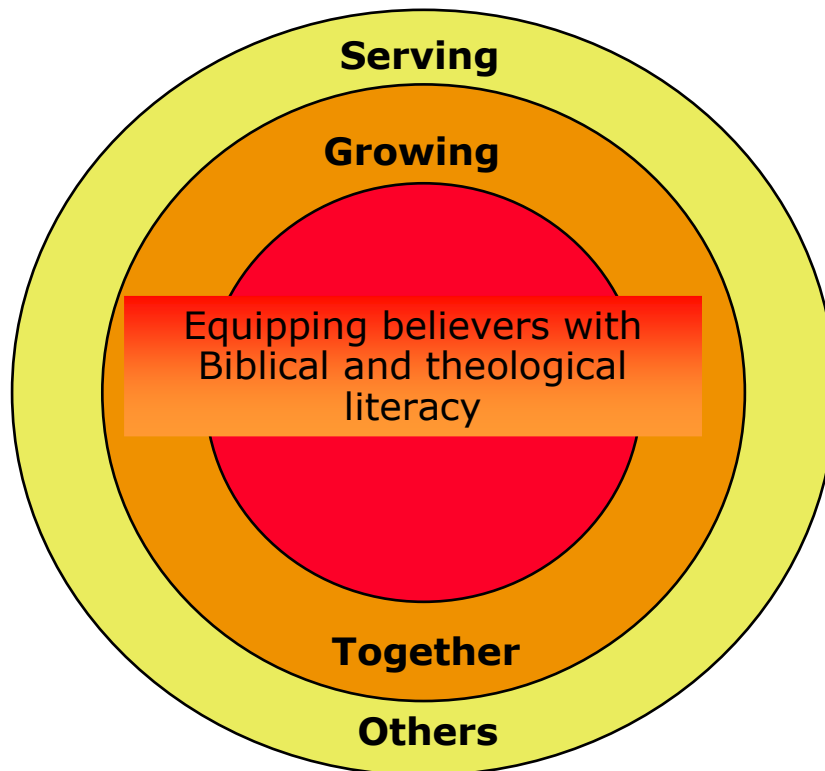


Growth Linked to Met Needs

- We believe UPC will only grow if there are needs in the East Orlando region which we are passionate about, uniquely qualified to meet, and, when met, will organically advance the kingdom of Christ

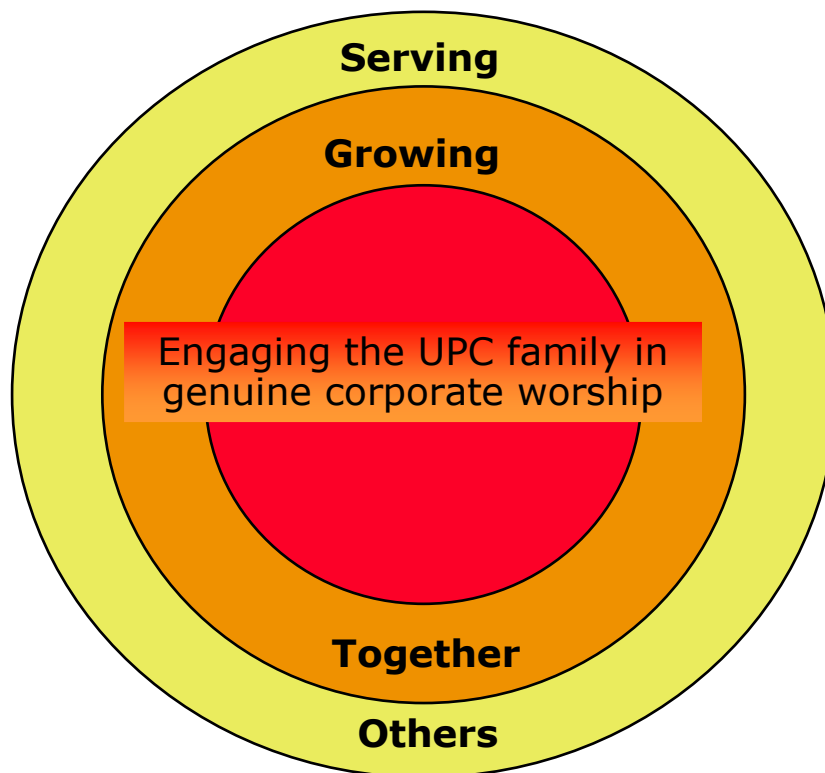
Our Mission Targets

- UPC strives to be a community of grace that makes a difference in the lives of people in East Orlando and around the world by leading them to **know God, grow together,** and **serve others.**



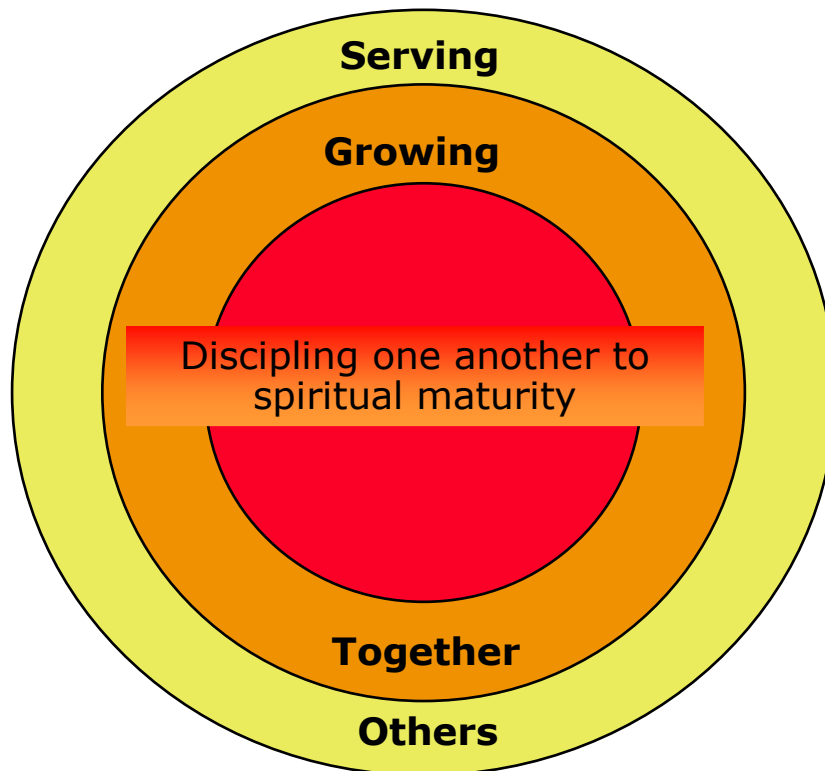
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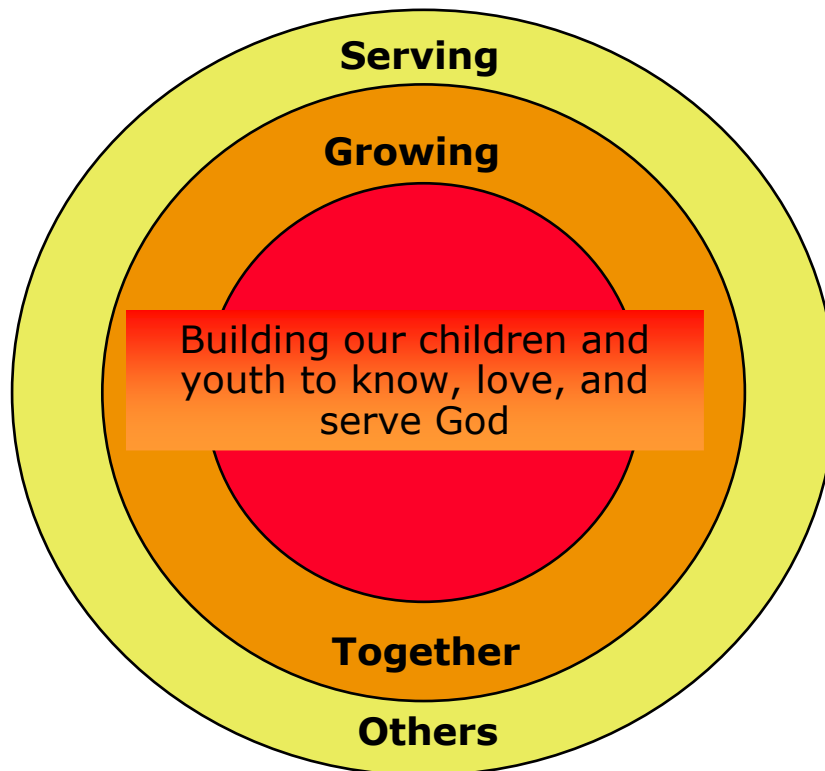
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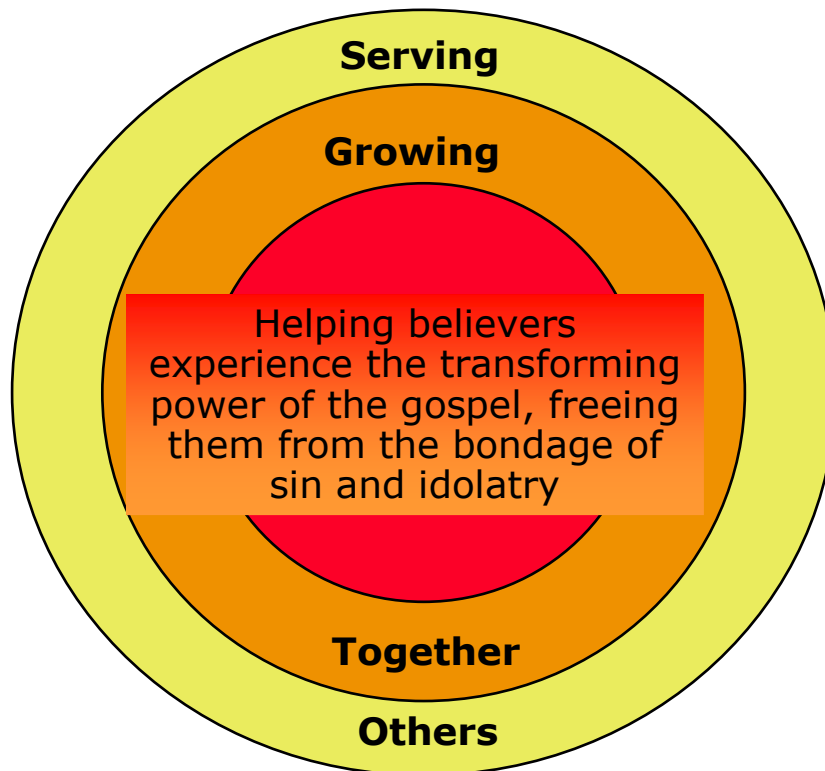
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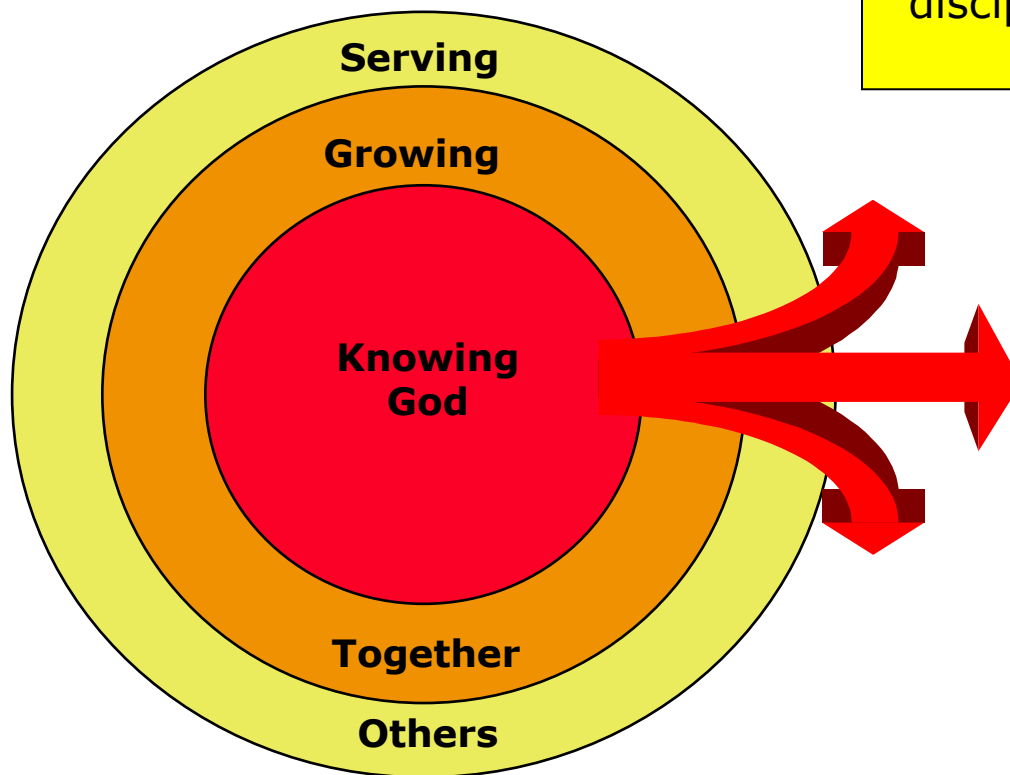
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Equipping the UPC family to make disciples locally and globally, with particular focus on...

Reaching **UCF** with the gospel and engaging students, faculty, and staff in the ministry of the church

Promoting and building strong, Kingdom-advancing families

Caring for the poor and marginalized in our community



Our Strategy

What are the organization, goals and resources needed to meet our mission?



Organization By Ministry Areas

- Ministry Areas are logical groupings of various ministry teams
- They are overseen by an elder-led leadership committee responsible for
 - Setting the vision/goals for their ministry area
 - Working with the ministry area coordinator to ensure communication across different areas
 - Working with teams under their ministry area to ensure they have strategic and tactical goals for the future
 - Strategic goals should bubble up to the Strategic Plan
 - Annual tactical goals with budget needs should roll into budget planning process
- Ministry Area leadership committees set vision and coordinate; they are not responsible for “doing all the work”



Our Ministry Areas

Ministry Area	Leadership	Target Areas
Worship and Arts	Pete Johnson (RE)	<ul style="list-style-type: none">○ Engaging the UPC family in genuine corporate worship○ Equipping believers with Biblical and theological literacy
Glocal Outreach	Larry Tobin (RE)	<ul style="list-style-type: none">○ Equipping the UPC family to reach non-Christians of East Orlando (local) and the world (global) with the gospel by<ul style="list-style-type: none">- Caring for the marginalized in our community- Reaching the UCF community with the gospel and engaging in the ministry of the local church
Discipleship	Gary Fredricks (RE)	<ul style="list-style-type: none">○ Building and maintaining healthy families○ Helping believers experience the transforming power of the gospel, freeing them from the bondage of sin and idolatry○ Discipling one another to spiritual maturity



Our Ministry Areas

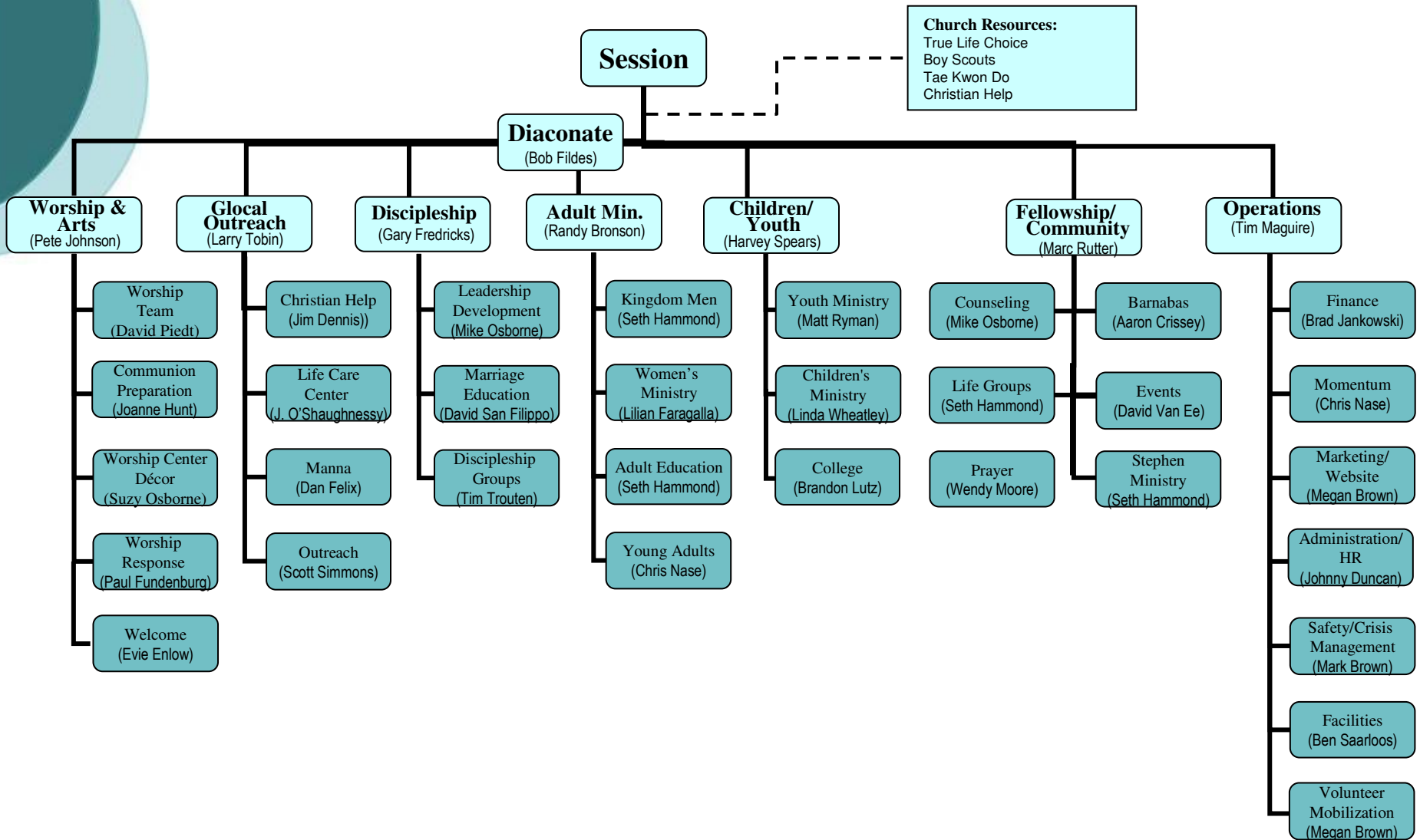
Ministry Area	Leadership Team	Target Areas
Adult Ministries	Randy Bronson (RE)	<ul style="list-style-type: none">○ Equipping believers with Biblical and theological literacy
Children and Youth	Harvey Spears (RE)	<ul style="list-style-type: none">○ Building our children and youth to know, love, and serve God○ Equipping believers with Biblical and theological literacy
Fellowship and Community	Marc Rutter (RE)	<ul style="list-style-type: none">○ Equipping the UPC family to reach non-Christians of East Orlando (local) and the world (global) with the gospel by<ul style="list-style-type: none">- Building and maintaining healthy families- Caring for the marginalized in our community○ Helping believers experience the transforming power of the gospel, freeing them from the bondage of sin and idolatry



Our Ministry Areas

Ministry Area	Leadership Team	Target Areas
Church Operations	Tim Maguire (RE) Brad Jankowski (RE) Chris Nase (RE)	○ Provides infrastructure for all other Ministry Areas

Ministry Areas and Teams





Strategic Goals

- Significant Ministry Area input to the process with many goals identified
- Following summary identifies only those deemed strategic i.e.,
 - Significant regular investment of church resources (staff, facilities, capital, or congregational activity) to accomplish, and
 - Directly feeding the needs identified within the strategic plan
- Other goals may be good tactical objectives for consideration in annual budget planning

Short Range Strategic Goals (July 2010-June 2012)

	Goal	Ministry Area(s)	Comments	Status
1	Implement "Project Adorn" to improve existing worship center décor	Worship & Arts	"Wish list" item; depends on adequate giving Budget - \$2K	In Progress
2	Coordinate Manna and Christian HELP; train 3 members to staff Christian HELP	Glocal Outreach	Not necessarily tied to service center since service center plan still in progress Work within existing budget	In Progress; 1 member currently being trained
3	Engage the congregation to ensure every college student desiring a family has been "adopted"	Glocal Outreach	Intentional effort to bring college students into the UPC family Work within existing budget	In Progress; 8 current adoptees
4	Identify new methods of partnering with RUF at UCF	Glocal Outreach	Enhance outreach to college ministries Work within existing budget - allocate funding to UCF	In Progress; Kickoff Dec '10
5	Adopt church-wide evangelism strategy/approach, and begin training the congregation	Glocal Outreach Adult Ministries Children & Youth	Leverage CCC, Pioneers evangelistic tools & pamphlets (Just Walk Across the Room, Solarium, etc.) Work within existing budget	

Short Range Strategic Goals (July 2010-June 2012)

	Goal	Ministry Area(s)	Comments	Status
6	Create one to two annual learning opportunities for parents	Children & Youth	Outreach to the community providing seminars and training e.g., parenting webcasts, hosting parenting conferences, teaching parenting 101, parenting of teens. Budget - Self-funding	In Progress; Initial seminar held Fall '10
7	Initiate major annual Kingdom Men retreat event	Adult Ministries	Retreat at a camp that draws men from outside the church; would help connect men to a discipler. Budget - \$1K/yr	In Progress; Initial men's retreat Feb '11
8	Increase funding available for UPC members to utilize counseling services	Fellowship & Community	Model is not to pay counselor a stipend, but make more dollars available to congregation for those needing his services. Budget - \$5K/yr	Complete; FY11 budget adjusted
9	Form new Discipleship Team	Discipleship	5-6 people defining purpose, vision, procedures, leadership assessment Work within existing budget	Completed; Team established

Short Range Strategic Goals (July 2010-June 2012)

	Goal	Ministry Area(s)	Comments	Status
10	Increase missions budget 1% annually	Glocal Outreach		In progress; FY11 budget increased to 9%
11	Expand new officer leadership base	Discipleship	Current training is pieced together and needs to be overhauled Budget - \$1K increase to current budget	In progress; 117 nominations and 25 in training for 2011
12	Identify and implement church spiritual assessment tool	Discipleship	"Wish list" item; depends on adequate giving. To be used for individual assessment and to evaluate effectiveness of D-Groups Budget - \$2K	In progress; Reveal and Monvee being assessed
13	Launch Momentum program to cultivate a culture of Biblical stewardship and giving across the church	Operations	Have 80% of the church family go through Financial Peace University	In progress; Momentum being launched in 2011

Short Range Strategic Goals (July 2010-June 2012)

	Goal	Ministry Area(s)	Comments	Status
14	Develop new believer follow-up program	Discipleship	Objective of 2 male and 2 female D-Group leaders to focus on new believers	In progress; Jodie Wallace leading
15	Recruit D-group leadership coaches	Discipleship	Initially 3 coaches with continued recruiting so that 1 coach per 5 D-group ratio is achieved Work within existing budget	
16	Increase congregational awareness and adopt additional volunteers to help with the Life Care Center	Glocal Outreach	Work within existing budget	In progress; Implementing ministry of the week in 2011
17	Add College Director to payroll (part-time)	Glocal Outreach; Operations	September 2011; est. \$8K	



Short Range Strategic Goals (July 2010-June 2012)

	Goal	Ministry Area(s)	Comments	Status
18	Add full-time Assistant to Sr. Pastor	Operations	\$32K additional – targeted for January 2012	
19	Hire full-time female Youth Assistant	Children & Youth; Operations	\$30K – hired 7/1/10	
20	Add part-time Worship Assistant	Worship & Arts; Operations	“Wish list” item; depends on adequate funding. \$16K – January 2011; focused on events, and enabling UPC to become a resource provider	
21	Hire facility manager & part-time custodian	Operations	“Wish list” item; depends on adequate funding. \$45K additional; early 2011	



Areas for Short Term Consolidation and Reduction

- If Service Center is completed, Manna and Christian HELP migrate there
- Spring-Fling discontinued
- Strategic Plan will provide priorities and criteria for mid-year, unbudgeted ideas

Mid Range Strategic Goals (July 2012-June 2015)

	Goal	Ministry Area(s)	Comments	Status
1	Hold worship conference targeted at worship leaders, pastors, musicians, song writers, drama and production arts.	Worship & Arts	Every other year beginning winter 2013 Budget - Revenue generating	
2	Initiate worship clinics for equipping of musicians, writers, drama, visual arts, and techs.	Worship & Arts	Twice annually beginning 2012 Budget - \$1K/event	
3	Begin Worship Ministries Missions Trip	Worship & Arts Glocal Outreach	Support outreach trip coordinated by Missions Team Recurrence: every 3 years Budget - \$3K/event	
4	Raise up 50 new people over a 2-5 year period to go on an annual missions trip and raise missions awareness	Glocal Outreach	Held annually beginning 2012 Coordinated with W&A Budget - Self funded	

Mid Range Strategic Goals (July 2012-June 2015)

	Goal	Ministry Area(s)	Comments	Status
5	Establish "Parent's Day Out" program	Children & Youth	Outreach program to the community to care for children while allowing parents to go solo for a few hours. Budget - \$5K startup; long-range self-sustaining	
6	Organize activity camp or after school sport on church grounds for local children	Children and Youth	Begin with one activity e.g., soccer camp Use existing facilities plus covered play area Budget - \$2K startup; long-range self-sustaining	
7	Create Bible study opportunities for working women	Adult Ministries	Offer workplace based studies and monthly luncheon in Commons for working women at UPC (custodial support needed) Work within existing budget	

Mid Range Strategic Goals (July 2012-June 2015)

	Goal	Ministry Area(s)	Comments	Status
8	Design small groups curriculum	Adult Ministries	Would apply to men's, women's, Life, and D-groups. Could also be resource provided to churches outside UPC. Budget - Revenue generating	
9	Grow the Breakaway Marriage Retreat to 100 people (50 couples)	Discipleship	Would include follow-up small groups Budget - \$4K annually.	35 couples in 2010
10	Retire mortgage on the Worship Center	Operations	Currently \$2.5 million; goal is to be debt-free by June 2015	
11	Accrue \$500K reserve for operations and maintenance	Operations	Means adding an additional \$400K; by January 2015	



Mid Range Strategic Goals (July 2012-June 2015)

	Goal	Ministry Area(s)	Comments	Status
12	New security system matching parents to children	Operations; Children & Youth	\$25K – by June 2014	
13	Erect covered pavilion/walkway between buildings	Operations	\$50K – targeted for Spring 2013	
14	Hire two part-time youth interns	Children & Youth; Operations	Targeted for January 2014; \$20K	
15	Hire part-time Director of Women's Ministry	Adult Ministries; Operations	\$40K – by June 2015	
16	Hire full-time Children's Director	Operations; Children & Youth	\$25K additional; early 2015	

Long Range Strategic Goals (July 2015-June 2030)

	Goal	Ministry Area(s)	Comments	Status
1	Form production arts team focused on video production, recording arts, and graphic design	Worship & Arts	Begin in 2015 Budget - \$25K annually	
2	Provide support as required and available to the proposed East Orange County family support center	Glocal Outreach	Service center currently being planned, but envisioned to provide medical help, counseling services, social security, housing, clothing, food, life skills classes, etc.	
3	Develop a Men's Ministry conference	Adult Ministries	Train other churches on how to run an effective men's ministry. Could partner with Man in Mirror Budget Needs: Revenue generating	
4	Expand women's ministry outreach and leadership training	Adult Ministries	Full-orbed outreach focused on working women in the community and leadership track within UPC. Requires Director of Women's Ministry.	
5	Establish pre-school program for 3-4 year olds within the local community	Children and Youth	Extension of Parent's Day Out; in-reach/outreach Use existing facilities Budget - \$5K startup; long-range self-sustaining	

Long Range Strategic Goals (July 2015-June 2030)

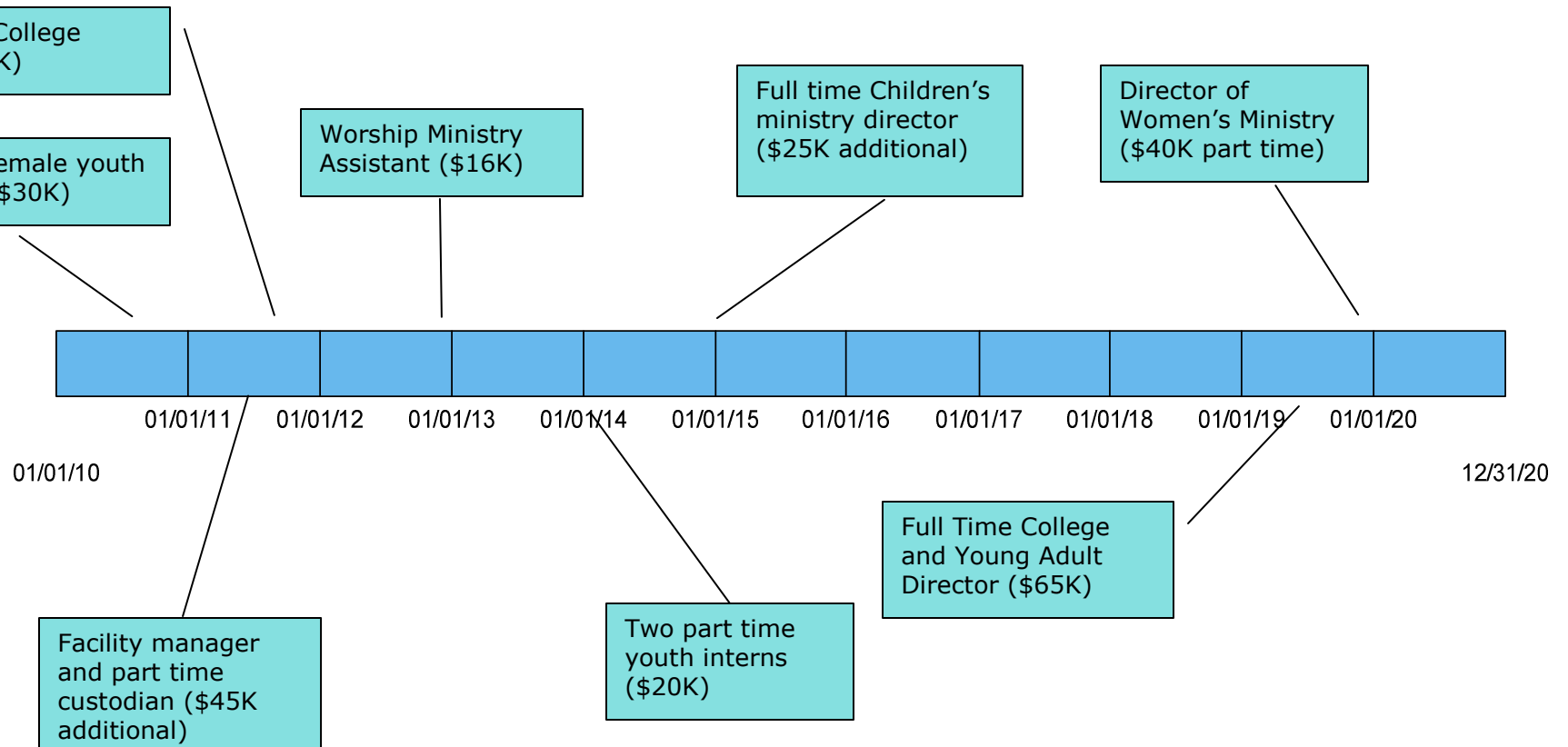
	Goal	Ministry Area(s)	Comments	Status
6	D-Groups become the core DNA of UPC with 70% of members in discipling relationships	Discipleship	33% of church membership can trace discipleship "lineage" back to 2009. 70% of church family are in discipling relationship. 50% of D-Groups include non-UPC member(s) Goal targeted for 2030	
7	Support Central Florida Presbytery in process of planting 2 healthy churches	Discipleship	Not in the East Orlando region; focused on newly developing areas of Orlando Goal targeted for 2020, 2030 Budget: \$10K/church	
8	Add an uncovered play area/courts for youth and after-school programs	Children & Youth; Glocal Outreach; Operations	2026 timeframe; est. \$50K	
9	Construct a multi-purpose facility incl. modernized classrooms and caterers' kitchen; possibly coffeehouse/bookstore, free WiFi	Operations; Adult Ministries	Early 2026; est. \$4 million	



Long Range Strategic Goals (July 2015-June 2030)

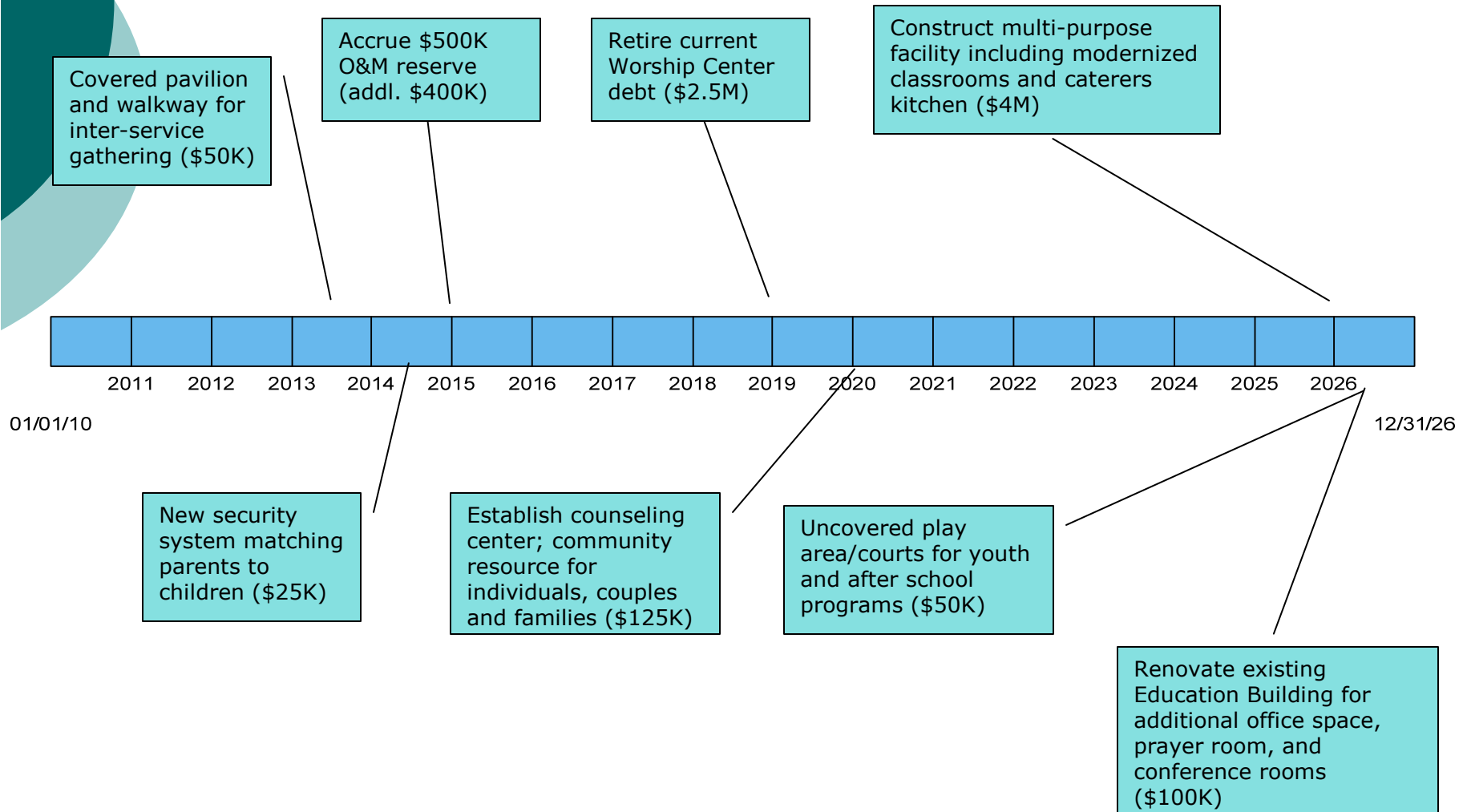
	Goal	Ministry Area(s)	Comments	Status
10	Add full-time College & Young Adult Director	Adult Ministries; Glocal Outreach; Operations	Est. \$65K – As late as 2020	
11	Renovate existing Education Building to get additional office space, prayer room, conference rooms	Operations; Children & Youth; Adult Ministries	2026 timeframe; est. \$100K	
12	Establish a Counseling Center	Fellowship & Community; Operations	Est. \$125K; perhaps off-site, converted from a home	

Projected Staffing Goals (10 Year Horizon)



Note: New director and pastoral positions include benefits and cost of living adjustments

Projected Major Capital and Facility Goals (15 Year Horizon)





Sustaining the Plan

- Strategic Plan inputs were integrated with UPC FY11 budget cycle
 - Initial vision, mission, and strategy were presented to congregation via 5th Sunday and vision presentations synchronized with Sept 2010 Vision Sunday
 - FY11 implementation ongoing
- Annual updates to the SP
 - Oct – Session review of top-level vision, mission, strategy and organization (Lane Cohee can assist)
 - Nov/Dec – MA gives inputs to the strategic goals
 - Jan – Refinement and presentation to Session



Sustaining the Plan

- Elder responsibilities:
 - Monthly – get monthly updates from MA leaders and make status report to Session (keep in touch too)
 - Sept/Oct – meet with leaders of all MA teams to evaluate, reassess, recommend tactics for next yr.
 - Oct/Nov – collect MA Strategic Plan & annual tactical inputs
 - Dec/Jan – staff incorporates MA/elder inputs into annual Strategic Plan update
 - Jan retreat – present Strategic Plan update to Session
 - Jan/Feb – update the Strategic Plan based on Session guidance
 - Feb/Jun – budget cycle using Strategic Plan and annual tactical inputs