

Abstract

This proposal addresses staff productivity, accountability, and re-allocation of individual strengths to meet the specific “big bucket” needs of our church, deliberately incorporating the Schnase’s Five Practices into our ministries, including (in no particular order):

- Leadership Development
- Evangelism
- Discipleship
- Education
- Worship
- Music
- Congregational/Pastoral Care
- Welcoming Ministry
- Compassion & Justice Ministries
- Support Ministries (Finance, Facilities, Communications, Stewardship)
- Other Ministries not affected (Children’s, Youth)

Executive Summary

Through changes in reporting structures, physical locations and aligning jobs with strengths, this proposal presents a systemic solution to staff productivity and accountability issues.

Rev. Page Hines will assume responsibilities as Executive Pastor. There will be a Primary Executive team comprised of Page, Larry, and Melinda to provide Tim with initial and immediate support. The expanded Executive Team will include Page, Larry, Melinda, Linda, Mike, and Roger to provide assistance, visioning and guiding direction.

The Expanded Executive Team lead this staff-wide initiative to reshape teams, tighten ministry focus, adding clarification of expectations and enforcing measurement and accountability for each function of our staff. This transition will not be without its challenges. Because the development of this plan took an objective look at strengths and needs over personalities and habits, it will call for behavioral and habit changes and shifts in paradigms across the board that will provide a measure of relief to some while challenging others. A solid commitment to full support of this plan is essential to its success.

Staffing Proposal:

Executive Pastor (Page)

Goal:

Assistance and support for the Senior Pastor in the area of staff fulfillment, empowerment, and conflict resolution.

Objectives:

1. To provide prompt arbitration and win-win resolution for staff issues and concerns — incorporating all parties voices as well as voices from the Expanded Executive team as necessary and in accordance with the Senior Pastor’s leadership.
2. To provide structure and follow-up for all types of staff meetings.
3. To be an advocate for the staff, empowering and equipping them to fulfill their passion and call to ministry according to their gifts and strengths in all the ways in which their individual calls best fit the needs of the church.
4. To assist Senior Pastor by serving as liaison with staff leaders, church leaders, and lay leadership.

Strategies:

Rev. Page Hines will assume guiding responsibility for:

- Scheduling and preparing agendas for Executive Staff meetings; Expanded Executive Staff meetings; “Entire” staff meetings; Clergy and Ministry Coordinator staff meetings; Clergy staff meetings; and other staff meetings as needed or assigned
- Ensuring that staff stays informed via meetings, emails, conversations, and internal communications of all important and relevant movements within the church
- In the role of arbitrator, Page will provide ongoing communication with staff to ensure open lines of communication and that any issues are elevated and resolved as quickly as possible
 - This means that Page has the complete backing of Tim, the Executive Team and SPRC to both lead these discussions and to have full authority to make decisions she feels are in the best interests of the church and the individuals involved.
 - These adjustments may be made in consultation with the Executive Team and with full consideration of the unique views of the individuals and perspectives involved; however, the final decision will be made by Page and will be honored and supported.
- Guiding leadership for Hospitality Safety and Security Committee and Ministry Safe Committee
- Page will serve as staff representative to the Church Council and attend Finance Committee meetings
- Page will continue to oversee the Compassion & Justice Ministries with and through the direct reports of Elizabeth Becker, Director of FSMM and Charne Robarts, Community Advocate
- All continuing education requests for clergy to go through Page
- Review monthly budget report for all ministries
 - Copies of monthly budget reports for each ministry include
 - this is your budget
 - this is where you are
 - over/under
 - reconciliation
- Ensuring updated job descriptions
- Staff Evaluations: create performance review systems and processes for measurement and keeping job descriptions accurate and up to date
- Other duties as assigned by the Senior Pastor
- Page will office where Mike is now

Leadership Development (Mike)

Goal:

Strengthen leadership in the church at all levels

Objectives:

1. To develop this “big bucket” as a relational ministry that builds and supports leadership within our church.
2. To support staff taking leadership roles in their own areas of responsibility with coaching and continuing education.
3. To identify and empower lay leadership with specific guidance and training in their roles and responsibilities.
4. To build and equip a broad base of trained and effective volunteers.

Strategies:

Dr. Mike Marshall will assume guiding responsibility for:

- Mike will provide coaching and mentoring for both staff and laity. He will assist with the development of leadership skills by
 - Helping to identify leadership potential in staff and laity
 - Create and develop opportunities to provide tools and training to help staff and lay leaders maximize both potential and effectiveness
- He will recommend and support strategies for increasing leadership skills, tools and processes for clergy, staff and lay leadership
- Coordinate and facilitate annual staffwide CPR certification
- Will assume guiding supervision for Foreign Mission Teams Council
- Mike supervises Lay Ministry Committee
- Mike is staff liaison for Board of Stewards
- Mike organizes the work of the Committee on Lay Leadership (formerly nominations) and meet with that committee, along with Tim. Tim will continue to chair the meetings in accordance with the Book of Discipline.
- New Member Assimilation
 - First Friends
 - New Member classes/events
 - Theology
 - Spiritual gifts
 - Stewardship
 - How to get plugged in
 - 6-week class that becomes a small group
- Create a once-a-month lay worship volunteer workshop to identify, empower, train, and strengthen lay leadership
- Build a pool of trained lay readers and worship support volunteers
- Recruiting volunteers for leadership roles in all ministry areas
- Responsible for one day per week of hospital visits
- Other duties as assigned
- He will office in the second-floor foundation building
- Reports to Tim

Rationale:

Acknowledging the importance of leadership development and mentoring, we feel that a focus for staff and lay leadership needs to be elevated to a leadership development position. Identifying leadership potential in lay committees and staff will further enhance our potential to use more volunteers and lay members in service to our church.

Evangelism (Lamar/Mike)

Goal:

Increased membership through finding and nurturing new prospects toward membership; shepherding new members toward engagement.

Objectives:

1. To follow up on prospects, visitors and inquiries
2. To guide, assist, and support new members as they join the church
3. To connect members, new members and prospective members with areas of specific interest in our church
4. To guide the tracking of metrics and the reporting of them to the Expanded Executive Team and Annual Conference (done by a support staff person).

Strategies:

- Lamar will continue this work with hope for culmination being his retirement at age 90
- Mike will work with Lamar to begin the transition upon Lamar's retirement
- Lamar will move to the office next to Mike on the second floor. Roger will move into Lamar's current office.

Rationale:

To create and implement a long-term plan of succession for Lamar and improve data tracking and metrics.

Discipleship (Casey)

Goal:

Build, strengthen and develop discipleship in our church in all age groups

Objectives:

1. To allow and empower more dedicated focus on this ministry by transferring the duties of overseeing Adult Sunday School to the Education “bucket.”
2. To incorporate Schnase’s principle of “intentional faith development” into every element of this developing ministry.

Strategies:

- Casey stays in the main office to stay plugged in with worship and education
- Casey provides guiding supervision for confirmation classes
 - Oversee and coordinate leadership of classes
 - Rotate clergy through program to give kids a broader view and allow clergy to get to know the kids
 - Provide leadership at the confirmation retreat
- Newlywed small group development
 - Work with worship (Linda) to develop and implement intentional outreach, inclusion, and small group development within this group.
 - Quarterly, semi annual or annual Lunch for couples with the clergy who married them to offer community and inclusion in the life of the church.
 - Connect couples with like interests into small groups
- Create additional discipleship programming during the 11:00 am Sunday School Hour
- Work with Chuck to transition discipleship program planning into Sunday School classes implementation
- One day per week of routine hospital visits on daily rotation
- Editorial review of Seasonal Devotionals;
 - Communications delegates devotional writing to clergy and lay writers.
 - After the Communications team gathers material and produce a draft, Casey will provide editorial oversight on content.
- Other duties as assigned
- Reports to Linda

Rationale:

Development of our new discipleship ministry deserves a more dedicated focus. We also acknowledge that creating and designing a new ministry while at the same time trying to tend to the ongoing needs of adult Sunday school classes and adult education is not a realistic expectation. Therefore, moving adult Sunday school classes to it's own “bucket” makes more sense.

Education (Chuck)

Goal:

Growth, development, and support for all forms of adult education in our church.

Objectives:

1. To address the needs of Sunday School classes.
2. To plan, facilitate and manage all adult studies.
3. To organize, coordinate and support other adult study opportunities including speakers, small groups, virtual groups, etc.
4. To continue Outdoor Ministry.

Strategies:

- Chuck to use his gifts to build and sustain adult communities
- Chuck to have a continuing presence in hospitality as volunteer coordinator for new Welcoming Ministry
- To build bridges between Sunday School class communities and volunteers opportunities to serve and support the new Welcoming Ministry.
- Chuck will plan, schedule, and coordinate, along with Tim and Linda, Goostree Lectures, special adult educational events, etc.
- Chuck moves to Phyllis's current office to stay plugged in with worship and discipleship
- Implement new classes and Sunday school structures after they are developed by Casey
- Implement Welcoming Ministries strategies as designed by Lindy
- Responsible for one day per week of hospital visits
- Guiding supervision for Singles Ministry
- Guiding supervision for Men's Ministry; grow and develop Men's ministry with new goals and objectives
- Guiding supervision for Outdoor Ministry
- Other duties as assigned
- Reports to Mike

Rationale:

Chuck's focus and ability to build consensus will be an asset as will be his strength of nurturing for the Adult Sunday School classes and strengthening the overall adult education programming for our church. As an encourager, community builder, and supporter for leaders of classes and existing communities already part of our current hospitality system, Chuck will help create a bridge between Adult Sunday School communities and the volunteer base needed to help implement and bring to life the Welcoming Ministry.

Welcoming Ministry (Lindy/Chuck)

Goal:

A welcoming environment and experience of “Radical Hospitality” for members, visitors, and guests from the time they enter our property until they prepare to go home.

Objectives:

1. To incorporate current hospitality strategies into a bigger, multifaceted welcoming ministry that follows the Schnase model of “Radical Hospitality”
2. To unify current efforts under a Welcoming Ministries umbrella to create a consistent look and feel to how people experience our church from all angles, ages and areas.
3. To create an overall architecture that develops and directs and helps implement each part of the new Welcoming Ministry.
4. To create parallel tracks of planning and implementation: one staff member focused on creating and facilitating the overall plan for a comprehensive Welcoming initiative and another dedicated to recruiting and coordinating volunteers to drive it.
5. To have a specific system of feedback and measurement that is analyzed and addressed on an ongoing basis.

Strategies:

- Lindy will move to Gayle’s current office to plan and direct the architecture of this expanded hospitality ministry following both the “Disney model” and Robert Schnase’s *Five Practices of Fruitful Congregations*, “Radical Hospitality” model
- Chuck Graff will provides hands-on support and volunteer coordination
- Lindy will report to Melinda to ensure full interface with the communications team and that all strategies of this ministry have measurements that are tracked, analyzed, monitored, and adjusted as needed to meet specific goals
- Communications Intern to provide additional support and legwork
- Monthly strategy meetings to assess planning and visioning for this new ministry. This group, led by Melinda, will work together to develop and set priorities, clarify expectations, and agree on measurements. Includes Mike, Chuck, Melinda, Lindy, and Roger.

Rationale:

Lindy was originally hired for her gifts and ability to envision, create, and direct to enhance overall experience with our church. Building upon these strengths, she will now apply them to designing and directing a Disney-modeled adaptation of “radical hospitality” to enhance the overall experience of our church’s members, visitors and guests. Creating a dedicated focus supported by the strengths of our communications team will empower this new ministry to FUMCFW to exude “Radical Hospitality.”

Worship (Linda)

Goal:

Connect, coordinate and unify all FUMCFW Worship opportunities and experiences

Objectives:

1. To create an expanded worship team that includes leaders of all worship services for better coordination and planning that capitalizes on strengths and opportunities.
2. To create connection between all worship experiences that presents a cohesive feel while embracing each community's specific needs and DNA.
3. To incorporate intentional elements of Schnase's Passionate Worship model into each FUMCFW worship experience, tailored to meet the true needs of each worshipping community.
4. To include all worship leaders in early development stages to streamline planning and communications to congregation.

Strategies:

- As Director of Worship, Linda provides guiding supervision to all worship services, including DiscipleChurch, Sanctuary Worship, Chapel Communion, Children First, eleven:eleven and First 7th
- She leads the expanded Worship team that includes: Tim, Taylor, Peggy, Mark, Tom, Lance, Charme, Casey, and Andrew
- Rather than direct supervision over all these separate services, Linda's leadership will provide overall supervising guidance to this team, helping the leaders of these very different worship experiences to find and refine their common messages, liturgy, and themes to present a cohesive overall picture of FUMCFW worship.
 - The buck stops with Linda
 - No means no; adjust means adjust;
 - no questions or argument
 - all play
- Primarily this means that Linda has the complete backing of Tim, the Executive Team and SPRC to both lead discussions of various services and to have full authority to make adjustments. These adjustments will be made with consultation and consideration of the unique views of the individual worship leaders' perspectives; however, the final decision will be made by Linda and will be honored and supported.
- In addition to accomplishing its primary goal of cohesive, inclusive, advance worship planning; this structure and Linda's leadership will also provide consistent mentoring for our young clergy
- With Page moving into the Executive Pastor role, Charme will be the primary coordinator/leader in DiscipleChurch. Linda, Page, Brooks, Charme and others will rotate preaching in DiscipleChurch; Charme will coordinate rotation; all other services stay the same.
- Work with Mike to add more lay readers and lay volunteers to worship (responsive reading, opening prayers, etc.)
- Oversee acolytes, lay readers, communion servers, ushers
- Other duties as assigned
- Office stays the same
- Reports to Tim

Rationale:

To take full advantage of the gifts and strengths of ALL our worship leaders, expanding the existing Sanctuary Worship team to include all points of view will provide more seamless planning and consistency of themes and priorities across the ministries of our church. This expansion also addresses issues raised on

congregational surveys and shows our responsiveness to collective concerns. In much the same way branding conveys a consistent look and feel in our communications, a unified, inclusive, and collaborative worship team will be charged with finding common ground that brings together the many facets of our very different worship opportunities.

Congregational Care/Pastoral Care (Phyllis)

Goal:

Unified, consistent, and accessible leadership for all congregational and pastoral care ministries

Objectives:

1. To facilitate counseling and support ministries, Phyllis's office moves to the second floor foundation building counseling office suites.
2. To help cover homebound visitation responsibilities, Len will report to Phyllis to assist with Larry Grubb's current responsibilities.
3. To connect both arms of our prayer ministries, Len and Phyllis will work together to meet the prayer and spiritual growth needs of the staff, clergy, and congregation.

Strategies:

- Phyllis directs the overall ministry, including:
 - Evaluating hospital visit needs and priorities each morning and making visit assignments to the clergy on duty that day
 - Overseeing funerals and funeral policies
 - Sr. Adult Ministries
 - Congregational Care Ministers (CCMs)
 - Counseling and Support, including managing and coordinating counselors/counseling and coordinating support groups
 - Staff liaison to UMW
 - One day per week of hospital visits and other duties as assigned
- Coordinate volunteer training with Mike's leadership training initiatives
- Len reports to Phyllis to streamline and strengthen prayer ministries
- Len becomes spiritual director in private practice, supported by the church (communications to support set up and promotion of this private practice in church and community)
- Larry Grubb reports to Phyllis; Len to assist Larry in home visits
- Len continues current prayer groups and hospital visits as assigned
- Leadership of 10:30 communion service under the guiding supervision of Worship (Linda)
- Phyllis reports to Mike

Rationale:

Pulling together the facets of our congregational care and support ministries as well as prayer and spiritual development ministries, we can call upon the collective gifts of Phyllis and Len to create a more cohesive offering to our congregation and communities. This addresses the confusion experienced by those trying to discern the difference between Congregational Care, Support Groups, Prayer Ministries, and Center for Creative Transformation by gathering all of these pastoral and spiritual care functions under one umbrella that cares for our members in a variety of ways.

Spiritual Direction/Pastoral Care (Len)

Goal:

Specific opportunities for deeper spiritual development for staff, congregation, and as community outreach with work through an established practice in conjunction with counseling ministries.

Objectives:

1. To facilitate spiritual growth and direction, Len will establish his practice in his current office on the second floor foundation building, using counseling office suites.
2. To help cover and expand homebound visitation and pastoral responsibilities.
3. To connect both arms of our prayer ministries, Len and Phyllis will work together to meet the prayer and spiritual growth needs of the staff, clergy, and congregation.

Strategies:

- Len reports to Phyllis to streamline and strengthen prayer ministries and assist with Larry Grubb's current responsibilities.
- Len becomes spiritual director in private practice, supported by the church (communications to support set up and promotion of this private practice in church and community)
- Len continues current prayer groups and hospital visits as assigned
- Continued leadership of 10:30 communion service under the guiding supervision of Worship (Linda)

Rationale:

Pulling together the facets of our congregational care and support ministries as well as prayer and spiritual development ministries, we can call upon the collective gifts of Phyllis and Len to create a more cohesive offering to our congregation and communities. This addresses the confusion experienced by those trying to discern the difference between Congregational Care, Support Groups, Prayer Ministries, and Center for Creative Transformation by gathering all of these pastoral and spiritual care functions under one umbrella that cares for our members in a variety of ways. By facilitating Len's establishment of a specific Spiritual Direction practice — under the umbrella of our Congregational Care Ministries — we call on his strengths and gifts in a more intentional way to allow this ministry to grow and flourish.

Music (Taylor)

Goal:

Cohesive music programming that responds to the needs of our congregation

Objectives:

1. To develop systems for coordinating, scheduling, and administrative details to address planning, promotion, and scheduling issues.
2. To increase budget and deadline accountability in this ministry.
3. To further develop our Music Ministry as a component of evangelism and element of Schnase's "Passionate Worship."

Strategies:

- To better utilize Peggy's strengths as planner and administrator, Peggy becomes Organist and Assistant Director of Music; moves into Lindy's old office; wedding planner will also maintain a desk in there.
- To provide administrative support for Music, Janis stays in her current office.
- Taylor stays in his current office
 - Cornerstone Youth Choir is under Taylor's leadership
 - Children's and Junior Worship Leaders music programming leadership to be determined
- Continuation of the Theatre Ministry will require a proposal, submitted to Linda, that includes: budget, rehearsal and production timeline/schedule, staff time required, a plan for open auditions, and additional volunteer opportunities available
- Taylor reports to Linda; Peggy reports to Taylor

Rationale:

Because Taylor's gifts and strengths are in the overall development of the music ministry, and among Peggy's strengths are implementation, organization, and managing details and follow-up, officially pairing these complementary strengths will provide solid support for Taylor's overall vision and direction for our music ministry to take this ministry to new heights. Empowering this dynamic duo will help position our FUMCFW Music Programming among the leaders in the greater North Texas community. Under Taylor's direction, Peggy will become Assistant Director of Music, following the precedent set here in the past and in other churches our size. In addition to her duties as organist, Peggy will take the lead in preparing proposals for concert programming, as well as music ministry promotion and administration. Because her gifts as a musician are complemented by a long track record in directing multiple choirs and entire music programs — as well as assessing and critiquing choirs professionally for many years — Peggy's strength in moving between big picture creation and planning and the management of implementation details will provide solid support for these programs to help cement this crucial aspect of our music ministry.

Operations (Sandy)

Goal:

Streamlined scheduling, maintenance and grounds to address existing issues and minimize future problems.

Objectives:

1. To simplify and clarify expectations and accountability with Sandy managing building, scheduling, grounds, maintenance, security and custodial services.
2. To launch our new hospitality, safety & security initiative with Don Lee managing all security issues, scheduling and working with the HSSC Committee
3. To increase security visibility and access to custodial team

Strategies

- Sandy and Don move into the office on the first floor of the main church building beside the welcome center and share that office.
- On weekdays, Don's office IS the Welcome Center; it will still, of course, function as the Welcome Center on Sunday mornings and at other times as needed.]
- Both Security Manager (Don) and Director Of Facilities Services (Windle) report to Sandy
- Sandy reports to Larry

Rationale:

Maximizing Sandy's strength of detail by putting Sandy as the first line of support for security and custodial services will give Windle and Don support and room to grow and expand their own strengths in areas of teambuilding and excellence in their respective fields. Putting Sandy and Don in a more centralized location will increase visibility of our security initiative and allow for closer monitoring of custodial staff and practices. Using the Welcome Center on weekdays will make use of underutilized space and expand office square footage during business hours.

Compassion and Justice Ministries (Page):

Goal:

A smoothly operating and cohesive group of outreach and mission ministries to meet the specific needs of the communities we serve.

Objectives:

1. To embrace and incorporate the Schnase practice of “Risk-Taking Mission and Service” into the decision making and priorities of this ministry and how its work is communicated to the congregation.
2. To keep the status quo in terms of supervision and governance, and still carry out the work of these ministries to meet the needs.
3. To engage the Compassion and Justice Council to do the “heavy lifting” of running these ministries, and yet to support and empower them to meet their goals.

Strategies:

- Page continues to supervise Elizabeth and Charme
- Elizabeth helps oversee the Compassion and Justice Council and helps with special events.
- Direct Reports to Elizabeth include: Linda Murphy, Nancy Froman, and Gay Ingram

Rationale:

Further streamlining these ministries will increase focus and support for their work. As Executive Pastor Page will have no other direct reports. Since the Compassion and Justice Ministries and our community advocate are technically outside the church staff and funded outside the church budget, continuing to oversee and supervise their work will provide much needed continuity with minimal time investment. This Structure will also continue to call on Page’s strengths and passion in this ministry area.

Support Ministries

Administrative Support

Goal:

Enhanced productivity in each ministry area.

Objectives:

1. To use available staff resources and, assessing strengths and skills, spread support functions more evenly
2. To provide needed administrative assistance to all areas

Strategies:

- ❖ Pam to Support Tim and Page
- ❖ Elaine to support Worship (Linda) and Communications (Melinda)
 - To provide more admin space in the main office suite, we will transform the waiting area outside the main office conference room to an additional work station that somewhat mirrors Pam's;
 - The new waiting spaces will include the main office conference room and the front office waiting area.
- ❖ Gayle to support Discipleship (Casey), Education (Chuck) and 11:11 (Tom)
- ❖ Olivia to support Larry and Roger
- ❖ Marianne to support Phyllis, Mike, and Lamar
- ❖ Janis to support Music
- ❖ Brenda to support youth
- ❖ Rhonda and Gayle to support communications as needed
- ❖ Janice Cooper to support Children's
- ❖ Linda Murphy to support First Street Methodist Mission

Database/IT Manager

Goal:

To ensure seamless and ongoing support of all computer and technology issues, including troubleshooting, updating and research of best practices and equipment to meet the growing technology needs of our church.

Objectives:

1. To keep computers updated and operators trained to use the software and equipment they need to access
2. To help with the transition to the new Shelby Arena database program, and in the process, to clean and reorganize database information to meet changing needs for information about our membership
3. To provide ongoing reports, analyses and adjustments as needed to help drive communications decisions and strategies

Strategies:

- Hire a new database person to oversee, update and train staff and volunteers to use Shelby and to facilitate Shelby Arena Upgrade
- Work with Solutions Company to maintain personal computer hardware, network systems, and network access.
- Free Elaine to assume other support functions
- Database Manager would office out of Gayle's current office.
- Reports to Melinda

Rationale:

With technology needs, opportunities, and options growing and changing quickly, the need for on-site tech support to keep computers and equipment updated and any problems solved quickly to maximize staff productivity and efficiency, as well as the necessity to do a Shelby upgrade that requires consistent focus and know how, as well as the need to improve the quality and accessibility of the information we maintain about our membership, the time has come to hire a Database/IT Manager to consolidate and remove this huge area of responsibility currently divided between Larry (IT) and Elaine (Database)

Communications (Melinda)

Goal:

Streamlined communications program that, in addition to meeting the ongoing communications needs of our church and its ministries, will expand its focus to more direct support of Stewardship through focused storytelling and our new Welcoming Ministry with expanded internal and external PR and promotion strategies.

Objectives:

1. To make internal shifts in Communications team that will make expanded focus possible and effective
2. To normalize workloads and schedules with closer monitoring of progress and deadlines using centralized project tracking, reminders and enforcement
3. To increase staffwide deadline accountability through reminder systems and ongoing and consistent measurement, analysis, and reporting of results
4. To establish a permanent rotating communications internship program in conjunction with local college programs to offer quality student/recent graduate experience in return for lower cost support in a variety of areas

Strategies:

- In addition to design, Richard will help provide support to Ryan
- Intern will support StoryArc, Connect Magazine, and Welcoming Ministry
- In addition to Bulletins (and in place of Database), Elaine will provide light admin support to communications.
- Lisa will assume more of the day-to-day management of communications projects, schedules, production, and deadlines to allow Melinda to focus more on big picture items and the expanded focus on Welcoming Ministries and Stewardship
- Create a proposal for offering an ongoing student internship according to legal guidelines
- Communications responsible for assigning blogging and devotional writing

Rationale:

With most of the big pieces of our communications program now in place and working smoothly and a full team trained to keep flow of information current and relevant, it's time to move into a deeper level of communications support by providing assistance to Stewardship and Welcoming Ministry for focused consistency, efficiency, and effectiveness of communications around these areas. By creating a quality internship program that connects our church with area university programs and students, we will expand the work of the communications program to meet the specific additional needs of year-around Stewardship and Welcoming Ministry without having to add more full-time staff, and at the same time to provide a valuable educational experience.

Stewardship (Roger)

Goal:

Cultural shift throughout the congregation and across all communities around giving to embracing the idea of Schnase's "Extravagant Generosity."

Objectives:

1. To build upon and continue the "Why We Give" campaign into a year-round stewardship program with monthly stewardship emphasis on a specific ministry.
2. To support and encourage "Extravagant Generosity" by shifting storytelling elements of communications to coordinate with monthly stewardship emphases
3. To help ensure that the church's annual budget is adequately funded through Stewardship throughout the year

Strategies:

- Roger moves to Lamar's current office, Olivia moves to Sandy's office
- Communications program elements including Connect Magazine, Hallway Posters, and monthly statement stuffers will incorporate a giving element as they lift up each ministry and tell its stories on a monthly basis
- Additional communications support made possible by adding the intern position and administrative support to the communications team
- Roger will measure attendance and other key metrics to analyze and present data trends for areas which need more focus (worship attendance, new members, giving trends, small group attendance, etc.); he will present trends and findings to the Expanded Executive Team to help identify needs and priorities.
- Roger continues to report to Tim

Organizational/Reporting Structure

Two tiered Executive Leadership

To address different types support needs in our executive leadership, an Executive Team will assist Dr. Bruster in dealing with urgent issues that require immediate decision, and an Expanded Executive Team will assist Dr. Bruster with visioning and directional guidance for our church and its ministries.

To improve staff accountability, productivity, and information, we've put into place a system of processing ideas, issues and challenges for fast and efficient resolution. To help with this, a smaller Executive Team has been formed to assist Dr. Bruster in resolving these matters as they arise. They include:

- Dr. Tim Bruster, Senior Pastor
- Rev. Page Hines, Executive Pastor & Associate Pastor of Compassion & Justice Ministries
- Larry Ammerman, Business Administrator
- Melinda Smoot, Director of Communications

To help process, evaluate, vision and make decisions on larger directional issues for our church, an expanded Executive Team will include:

- Dr. Tim Bruster, Senior Pastor
- Rev. Page Hines, Executive Pastor & Associate Pastor of Compassion & Justice Ministries
- Larry Ammerman, Business Administrator
- Melinda Smoot, Director of Communications
- Rev. Linda McDermott, Senior Associate Pastor & Director of Worship
- Dr. Mike Marshall, Associate Pastor of Leadership Development
- Roger Partridge, Director of Stewardship

To clarify lines of responsibility to help resolve small issues immediately, while still allowing decisions that need to be made by the Executive Team to follow a proper channel, our organizational chart delineates these relationships. Although this reorganization allows for and encourages collaboration between areas, primary reporting includes:

Direct reports to Dr. Bruster include:

- Rev. Page Hines, Executive Pastor & Associate Pastor of Compassion & Justice Ministries
- Larry Ammerman, Business Administrator
- Melinda Smoot, Director of Communications
- Rev. Linda McDermott, Senior Associate Pastor & Director of Worship
- Dr. Mike Marshall, Associate Pastor of Leadership Development
- Roger Partridge, Director of Stewardship
- Rev. Brooks Harrington, Part Time Associate Pastor, DiscipleChurch & Legal Director, Methodist Justice Ministry
- Dr. Bill Longworth, Part Time Associate Pastor, Stewardship
- Dr. Lamar Smith, Part Time Associate Pastor, Evangelism
- Pam Erlandson, Support Staff, Senior Pastor & Executive Pastor
- Rev. Lance Marshall, Pastor of First 7th

Direct Reports to Rev. Page Hines:

- Elizabeth Becker, Director of First Street Mission
- Charne Robarts, Community Advocate

Direct reports to Dr. Mike Marshall:

- Rev. Chuck Graff, Associate Pastor of Education
- Rev. Tom McDermott, Associate Pastor of eleven:eleven
- Rev. Phyllis McDougal, Associate Pastor of Congregational Care
- Andrew Mochrie, Director of Youth Ministries
- Nina Burrows, Director of FUMC Day School
- Gayle Ammerman, Support Staff, Discipleship, Education, & eleven:eleven
- Marianne Wilson, Support Staff, Congregational Care, Leadership, & Evangelism
- Rhonda Gaber, Support Staff, Front Office

Direct reports to Melinda Smoot:

- Lisa Helm, Writer/Production Manager
- Caroline Petty, Associate Creative Director
- Richard McQuillar, Graphic Designer
- Wendell Baskin, Database/IT Manager
- Lindy Davis, Director of Welcoming Ministries

Direct reports to Larry Ammerman:

- Janet Ball, Financial Secretary
- Steven Fagan, Associate Business Administrator
- Olivia Perkins, Support Staff, Business Office & Stewardship
- Ryan Mansfield, Manager of Audio/Visual Services
- Sandy Williams, Director of Operations

Direct reports to Sandy Williams:

- Windle Watkins, Director of Facilities Services
- Lawrence Camacho, Lyle Lodge Director
- Don Lee, Security Manager

Direct reports to Rev. Linda McDermott:

- Mark Burrows, Director of Children's Ministries
- Rev. Casey Langley Orr, Associate Pastor of Discipleship
- Taylor Davis, Director of Music & Worship Arts
- Elaine Johnson, Support Staff, Worship & Communications

Direct Reports to Rev. Phyllis McDougal:

- Dr. Len Delony, Part Time Associate Pastor, Spiritual Formation
- Rev. Larry Grubb, Part Time Associate Pastor

Direct Reports to Mark Burrows:

- Janice Cooper, Children's Ministries Assistant
- Rev. Nancy Froman, Associate for Children's Faith Development
- Elizabeth Marshall, Children's Ministries Event Coordinator
- Claire Binek, Children's Choir/Music Director*

**Ministry area for Children's Choir/Music Program to be determined*

Direct Reports to Andrew Mochrie:

- Martin Leathers, Associate Director of Youth Ministries
- Brenda Kegans, Support Staff, Youth Ministries Assistant
- Jackie Rodriguez, Intern

Direct Reports to Elizabeth Becker:

- Linda Murphy, Assistant Director of First Street Mission
- Rev. Nancy Froman, Special Ministries Coordinator

Direct Reports to Taylor Davis:

- Peggy Graff, Assistant Director of Music & Worship Arts & Organist
- Janis Rathburn, Music Ministry Assistant
- Claire Binek, Children's Choir/Music Director*

**Ministry area for Children's Choir/Music Program to be determined*

Direct Reports to Nina Burrows:

- Rui Kelly, Assistant Director of FUMC Day School
- Paula Wagstaff, Director of Parents' Day Out & Nursery

Direct Reports to Windle Watkins:

- Curtis Carr, Custodian
- Shelley Darnell, Custodian
- George Ewing, Custodian
- Regina Hawkins, Custodian
- Edgar Shelton, Custodian
- Lou Friese, Custodian

Proposed Timelines:

Group	Conversation/Announcement	Date
Exec Team Proposal		6/1/15
SPRC	Tim and Jack; meeting to gather SPRC input	6/2/15
Exec Team Finalizes		6/4/15
SPRC Approval		6/7
Individual Staff	1. Tim Page Linda Mark	6/10
	2. Tim, Linda, Page & Taylor	
	3. Tim, Melinda, Page & Lindy	6/10
	4. Tim, Mike, Page & Chuck	6/10
	5. Tim, Page, Linda Peggy	6/10
	6. Tim and Lamar	6/10
	7. Tim and Len	
	8. Tim and Brooks	6/10
	Page, Linda & Charme	6/10
	Page, Larry & Sandy	6/10
	Page, Larry & Windle	6/10
	Page, Mike & Phyllis	6/10
	Page, Mike & Gayle	6/10
	Page, Linda, & Elaine	6/10
	Page, Mike, & Marianne	6/10
	Page, Mike & Casey	6/10
All staff		
Congregation e-blast		6/10; 4:00 pm
Publish Org Chart to Web		6/11; 8:00

Moves

- All moves to be complete by July 3.
- Any office space/facility upgrades will be coordinated at a later date.
- Desks and file cabinets stay with the space; moves include personal property only.
- Chuck/Mike to coordinate volunteers to help with these moves.
- Goal is not to use custodians for office moves.
- Sandy to make phone changes aligned with each move date.
- Randy/Arthur to help with computer moves (Melinda will discuss move schedule with Arthur and how best to minimize down time).

Tom to 2 nd floor	June 9-15
Mike to Bill's office	June 11
Bill/Larry to Page's	
Page to Mike's office	
Charme stays where she is	
Len stays where he is	
Lamar to Roger's	June 15-19
Roger to Lamar	
Phyllis into Tom's	June 15-19
Chuck into Phyllis's	
Sandy to Chuck's	
Olivia to Sandy's	
Elaine across from Pam	June 15-19
Gayle into Elaine's	
Lindy into Gayle's	
Wedding Planner to Lindy's	
Peggy to Lindy's	

Changes in Responsibility

Page to Executive Pastor	6/7
Lindy to Welcoming Ministry	7/13
Peggy to Assistant Director	7/13
Chuck to Education and Welcoming Ministry	7/13
Casey to Discipleship only	7/13
Sandy to Facilities Supervisor	6/10
Phyllis to Congregational Care/Support Ministries	6/10
Data/IT	6/15
Gayle to support Discipleship (Casey), Education (Chuck) and 11:11 (Tom)	6/10
Elaine	6/10
Marianne	6/10