



UNIVERSITY
UNITED METHODIST

PREPARE FUND THRIVE

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A 5 Year Vision

Introduction and Executive Summary

For almost 100 years, University United Methodist Church has been serving and doing ministry with the Tulsa community in countless ways that has impacted the lives of thousands of people. The church has many stories from the past that highlight acts of grace and faith in the midst of difficult times in order to build God's kingdom. We have arrived at a new crossroads within the life of University UMC. Over the last 30 years, University UMC has faced a significant decline in average worship attendance and in available financial resources. Quite simply put, without a seismic shift in our overall model of ministry, University UMC will no longer be able to pay the bills by the end of this decade, or sooner.

Over the last year, University UMC was in talks with the Oklahoma Conference about how to find a new path. One of these options that was lifted up to the church was looking at an "alternate income model," which the church showed interest in. In March of 2020, Matt Patrick and Matt Austin were appointed to University UMC to help pursue this model in order to help University UMC find a new path forward. The plan on the following pages outlines a 5 year vision to get University UMC back into a position where we are making a "high impact" on the surrounding community.

The 5 year vision comes in three phases. We believe that a phase approach will work best because it is easier for folks to understand the complexity of this mission when it is communicated in steps. It also provides a laser focus to our tasks so that we always know what our current objectives are. The three phases are as follows:

The first phase is Prepare. In this phase, University UMC will prepare for the future by auditing all programming, assets, and other functions to see what will be necessary and helpful for moving forward. During this phase, the church will not seek to start any major ministry programs or initiatives so that we can be focused on fixing the issues that need to be fixed in order to succeed.

The second phase is Fund. During this phase, we will seek to implement our strategy to fund the operating and salary costs of the church solely through alternate income. Through commercial space rental and other means of income, we will seek to bring in \$21,000 a month or roughly \$250,000 a year by July 1st, 2025. This number means that close to all of University UMC's current operating and salary costs will be covered by alternate income, which frees up tithes and offerings to go directly into ministry to real people.

The third phase is Thrive. During the Thrive phase, as our alternate income increases, so too will our ability to grow the church and its kingdom impact. During this phase, we will begin launching new ministries and programs to help grow the church and grow our impact on the community.

This is scary and new, but most of all, it will be a lot of work. This is a task that the church can only accomplish if we do it together. Do not be overwhelmed by the scope, because if we break the problems down and solve them, one by one, we can do it together. Remember, one of the most commonly occurring commands from God is to "**be not afraid.**"

Phase 1 - Prepare

Key Objectives

1 - Approve Master Schedule

This step is vitally important to the speedy success of Phase 1. “The Master Schedule,” is a list of all things needing to be completed in order to prepare the facility and its assets for pursuing alternate income. Approving the master schedule is paramount because it frees up our pastors and staff to execute the things needing to be done without constantly needing guidance and permission from the Church Council. Essentially, it provides a roadmap, and permissions to do the things contained on the list. It also provides deadlines and easier reporting and accountability on the progress being made on preparing the facility.

2 - Asset Audit

Following a 60 day “remove all personal items” request, which ends on September 15th, the Church Trustees and Church Council will lead volunteers in doing an asset audit of every single item still in the building. Items to be kept will be consolidated into a single storage area, and items that do not explicitly make our 5 year vision easier to achieve will be donated or thrown away.

3 - Cleaning The Building

After the Asset Audit, the actual work of clearing out the building must begin. Work flow will be directed through the staff and our project management portal on www.monday.com

4 - Renovation Audit

After the building is cleared out, we will need to audit the facility for what needs to be done in order to have commercial tenants. We will need to look at city code, bathrooms, HVAC, and other things in our facility that will need to be renovated in order to figure out what needs to be done.

5 - Renovate

This will be the trickiest part to pull off. After deciding what we absolutely need to do, we will need to discern how to fund any renovations that need to be completed. This can be done through a variety of methods from conference grant proposals, financial campaigns, and other strategies. We will obviously try to keep renovation costs to a minimum, but will do what needs to be done to succeed.

Phase 2- Fund

Key Objectives

1 - Develop a marketing plan for the alternate income model

This step will probably begin during Phase 1, but is important to the success of Phase 2. We will need to “brand” the commercial rental spaces away from the church. It will be apart of the church, but will need its own brand in order to be successful.

2 - Make sure that all legal contracts and systems are in place for alternate income

No matter what type of model or mixture of models we end up with, we will need to make sure we have the systems in place to make sure everything runs smoothly.

3 - Seek out tenants and alternate income partners

We will then begin seeking out possible tenants and other partners that can use our facility to operate their organization. Obviously, preference is given to organizations that advance the values and vision of our kingdom work.

4- Regularly evaluate income and impact

Before moving on to Phase 3, we will need to make sure that we are at funding levels that allow us to start new programs and ministries. We will know this by doing regular evaluations of progress and potential growth.

Phase 3- Thrive

Key Objectives

1 - Make a targeted effort to increase average worship attendance

Through outreach and evangelism into the TU campus, and surrounding neighborhoods, we hope to increase average worship attendance to 125 by 2023 and 200 by 2025. This would represent a doubling of our average worship attendance.

2 - Start at least one new external missional ministry by 2025

With our newfound financial independence, we will find it easier to begin a new external missional ministry for impact in our local community. Examples of external ministries are food banks, educational programs, clothing ministries, thrift stores...etc.

3 - Start at least one new internal ministry initiative by 2025

We will start at least one new major ministry initiative inside our church in order provide more discipleship opportunities for our growing church. This could be children, youth, or adult ministries. Or, it could be all three.



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