



# AC District CVT Plan Review January 2017

# Meeting Objective

- 1) Review the Congregational Vitality Plan
- 2) Gain alignment and support for the 2017 Plan Priorities
- 3) Secure a commitment to participate in the implementation of the Plan Priorities

# Meeting Outline

<u>Topic</u>	<u>Facilitator</u>	<u>Time</u>
Opening / Assessment	B. Kitson	15 Min
Mission / Direction	G. Spencer	15 Min
CVT Plan	D. Hart	30 Min
Breakout Transition	All	5 min
Breakout Sessions	All - Break Outs	40 Min
General Session Transition	All	5 Min
Closing / Call to Action	G. Spencer	10 Min



# Situation Assessment

# National Trends

Top 10 factors attracting and retaining Megachurch attendance / membership (Not at all = 1 to A lot = 5):

<u>Factor</u>	<u>Rating</u>
1 - Senior pastor	4.3
2 - Worship style	4.2
3 - Church reputation	3.8
4 - Music/arts	3.7
5 - Social/community outreach	3.6
6 - Friends/family here	3.2
7 - Adult programs	3.2
8 - Self-help/support groups	2.8
9 - Child/youth programs	2.7
10 - Denomination	2.7

# National Methodist Trends

Top 25 fastest growing large United Methodist congregations utilize innovative and effective ministry practices:

- 10 of the top 25 have **multiple campuses**, supporting the trend toward **multi-site ministry** which is the next wave in growing churches of all denominations
- 10 of the 25 are entirely “**contemporary**” or “**modern**” in **worship style**, 14 have a mix of traditional and modern services and none are entirely traditional
- 12 are products of the **church planting era**
- Stability is key, the average senior **pastor’s tenure** is over 14 years
- 3 of the top 7 and (5 in total) are part of the Florida Conference, most are located in the Bible Belt

# Florida Conference Trends

- Slowing migration of United Methodists in retirement from the Midwest and Northeast
- Aging of United Methodist Congregations
- Decline in worship attendance and church participation in all churches in the US and Florida
- Hurricanes (2004 and 2005) damaged over 50% of local churches in the Annual Conference
- Financial crisis (2008) had a significant impact on real estate markets reducing wealth and property values

# Florida Conference Statistics

## 2006 - 2015

- Conference membership declined 23% over last 10 years (down 3% from 2014-15)
- Worship attendance declined 16.5% during the same period (down 2% over last year)
- Baptisms declined by 11% to 3,100 over last year
- Church school attendance declined 31% over last 10 years (down 5% over last year)



# Atlantic Central District Statistics

## 2012 - 2015

- Average Worship Attendance – declined by 4.5%
- Professions of Faith - declined by 22%
- Discipling Groups – Increased by 0.8%
- Salty Service Acts – declined by 20%
- Giving Per Worshipper – Increased by 5%



# Mission



# Mission

To make disciples of Jesus Christ for  
the transformation of the world



Open hearts. Open minds. Open doors.  
**The people of The United Methodist Church®**





# Missional Transformation

## Here - Today

**Managers**

**Internally focused**

**Tactical**

**Independent**

**Status Quo**

**Transactional**

**Competitive**

## There - Tomorrow

**Leaders**

**Externally Focused**

**Strategic**

**Interdependent**

**Innovative**

**Collaborative**

**Connectional**





# Missional Transformation

## Here – Today

**Low Pastor Tenure**

**Traditional Services**

**Declining AWA**

**Decreasing POF**

**Low Community Engagement**

**Limited Service Projects**

**Less Children & Youth**

**Some Discipling Groups**

**Declining Giving**

**Traditional Ministries & Missions**

## There – Tomorrow

**High Pastor Tenure**

**Contemporary Services**

**Growing AWA**

**Increasing POF**

**High Community Engagement**

**Expanding Service Projects**

**Growing Children & Youth**

**Committed Discipling Groups**

**Growing Giving**

**Innovative Ministries & Missions**



# Imagine the Possibilities

- If we go to where the people are ...
- Become mission focused...
- Create Christ Centered Communities...
- Grow our collective AWA by 15%...
- Increase POF by 30% by reaching new people for Christ...
- Leverage our connectional resources and capabilities to expand ministries within our communities
- Make Disciples of Jesus Christ for the Transformation of the World...

# District CVT Goals

- 1) Increase Annual Average Worship Attendance (AWA) within the Atlantic Central District by 2018
- 2) Grow Professions of Faith (POF) within the Atlantic Coast District by 2018
- 3) Strengthen the “Connection” and “Vitality” of the Churches within the Atlantic Central District to work together to reach people for Christ





# Congregational Vitality Plan

# Key Learnings

- UMC is in decline with negative trends across all key measures and geographic areas (National, Florida Conference, AC District)
- Many churches have similar issues, opportunities and challenges
- Most solutions (to improve vitality) will address the needs of multiple churches with similar situations
- All churches have an opportunity to become more “vital”
- UMC has limited resources so solutions need to provide the greatest value to the greatest number of churches
- UMC can leverage its connectional ideal to take advantage of our collective gifts, talents and resources

# CVT Planning Process

## Preparation

- ✓ District Goals
- ✓ Process Development
- ✓ CVT Staffing
- ✓ Infrastructure Development
- ✓ District Leadership Council
- ✓ Pastoral Communication

## Assessment

- ✓ Church Leadership Interviews / Conversations
- ✓ Vital Signs Scorecards
- ✓ Ministry Potential Scorecard
- ✓ Engagement Team Rating

## Strategy

- ✓ Church Segmentation
- ✓ Quadrant Analysis
- ✓ Segment Strategies
- ✓ Target Church Strategies
- ✓ Training and Development Strategies

## Plan

- ✓ Functioning Segment Church Vitality Plan
- ✓ Healthy Segment Church Vitality Plan
- ✓ Mature / Potential Segment Vitality Plan
- ✓ Transitional Segment Church Transformation Plan (Nehemiah)
- ✓ Communication and Implementation Plan



# Vital Sign Scorecard

Metric (Weighted)	1 < -10%	2 -9% to -4%	3 -3% to +3%	4 +4% to +9%	5 10% or >
AWA W = 1.5					
POF W = 1.5					
DG W = 1					
GPW W = .75					
SSA W = .25					

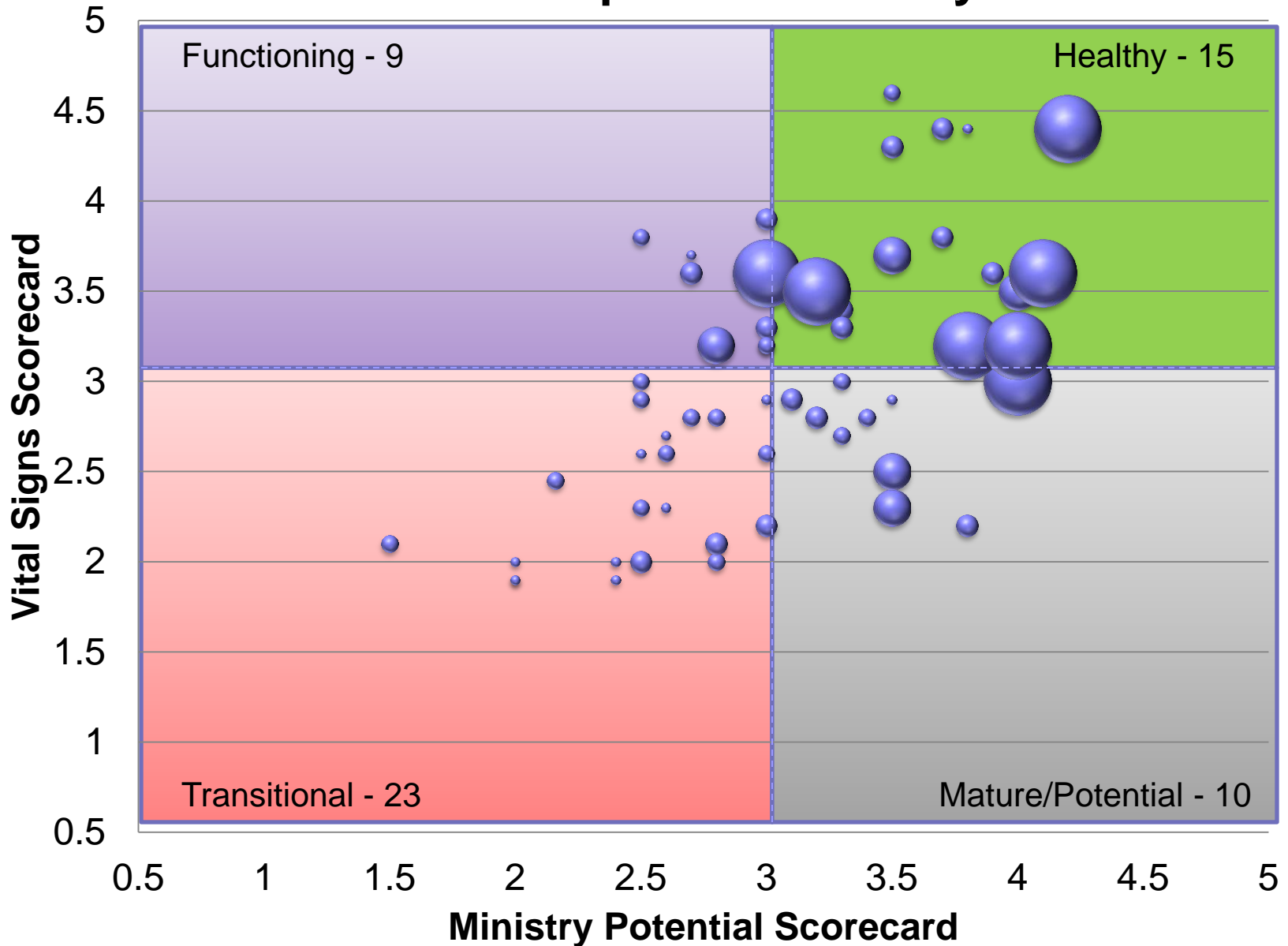
\* 100% Apportionment Required for a 4 or 5 Rating



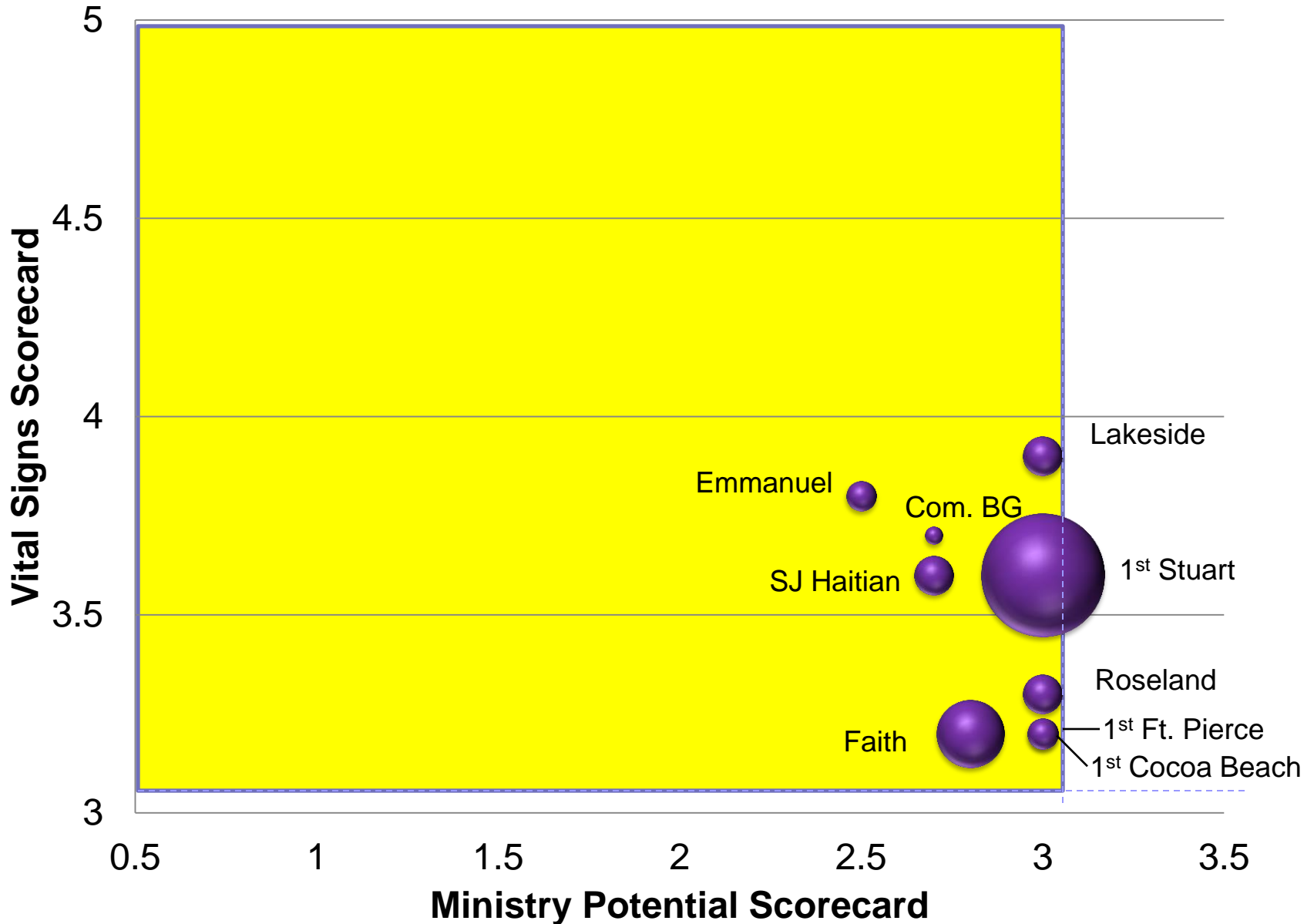
# Ministry Potential Scorecard

Metric	Unsatisfactory 1	Fair 2	Good 3	Excellent 4	Outstanding 5
Pastor / Staff					
Leadership Team					
Church Culture					
Community					
Ministries					

# AC Church Development & Vitality Quadrants



## Functioning Quadrant (9)



# Functioning Segment Profile / Characteristics

- Community is growing
- Moderate decline in AWA (4 of 9 growing)
- Medium size churches (242)
- Medium size communities
- Lower community penetration (.43)
- Potential vicinity growth high for 55+ and under 18
- Decline in Children / Youth
- Primarily Traditional Services
- Low Pastor Tenure





# Functioning Segment – S.W.O.T.

## Strengths

- Mid-Size (resources)
- Program Rich
- Worship Attendance
- Community work
- Performing (Vital Signs)

## Weaknesses

- Intentional structure / process
- Pastoral presence (# / tenure)
- Financial resources (debt)
- Decline in Child/Youth
- Staff support

## Opportunities

- Community Growth
- Children/Youth
- Leadership / Planning
- Staffing & Infrastructure
- Discipling Groups (SM)
- Optimize Facility Utilization

## Threats

- Concentration of UMC's
- Program / Resource Tension
- Church Hoppers (Me)
- Political issues w/in Global UMC

# Functioning Segment Strategy

Invest in the establishment of an intentional process designed to “make disciples”

## Discipleship

Creating or revising an intentional path for discipleship in small groups, with an emphasis on transformation, service, and intergenerational relationships.

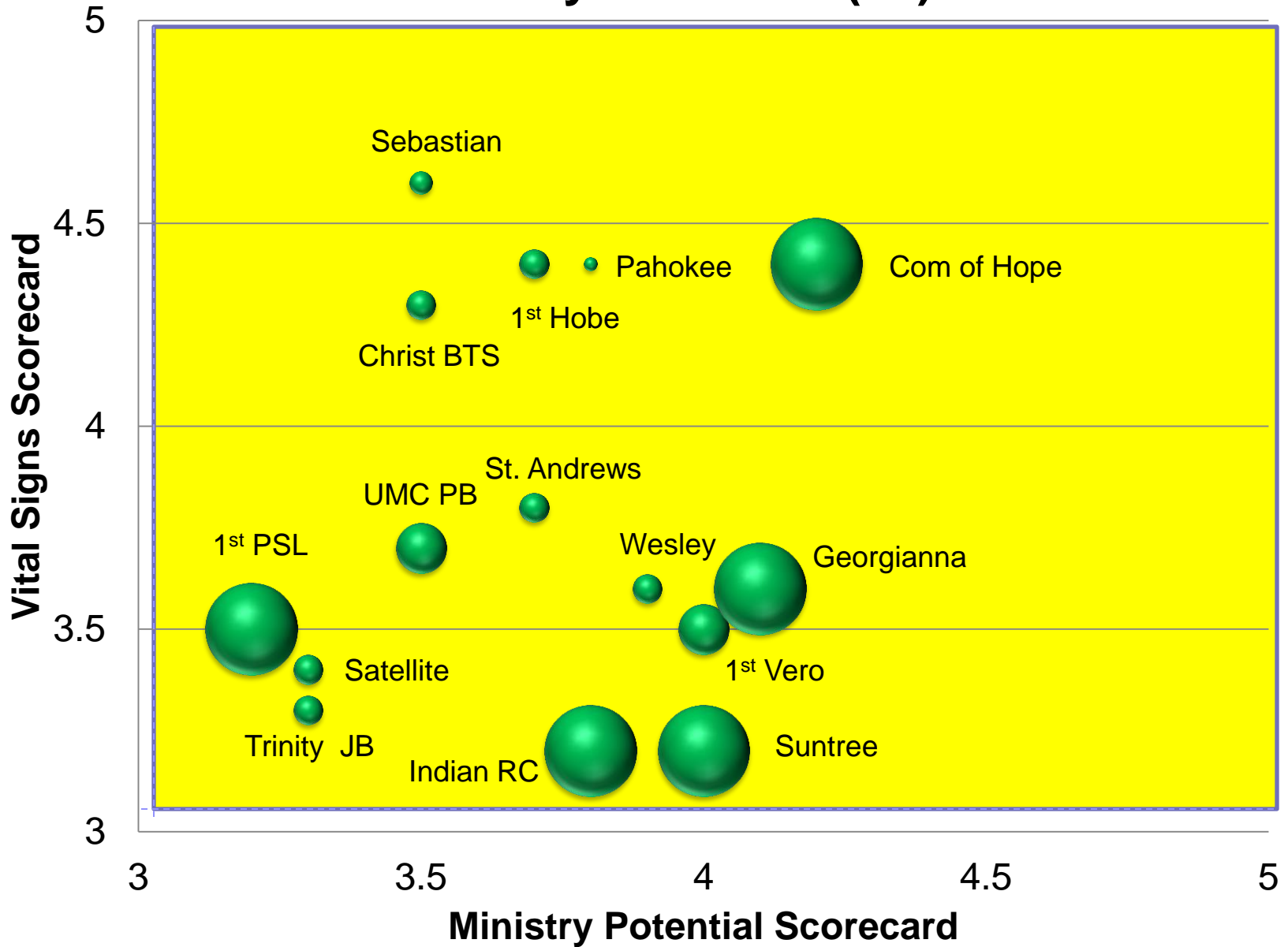
## Staffing

Evaluate and develop staffing structure that includes both paid staff and lay volunteers to equip and empower an array of context-appropriate ministry.

## Facilities

Maximize and improve space to support ministry growth which may include renovating, purchasing, or rethinking current spaces

## Healthy Quadrant (15)



# Healthy Segment Profile / Characteristics

- Significant Growth in overall AWA (+19%)
- Strong Community Penetration (% of com. Worship)
- Average Community Population
- Community Growing +14%
- Mix of Traditional & Contemporary Services
- More Staff, longer Pastor Tenure
- Strong Discipling Group Participation
- Declining Children and Youth Participation
- Self Aware and Embrace Change
- Outward Focus
- Deliberate Assimilation of People

# Healthy – S.W.O.T.

## Strengths

- Strong / Regular Attend (AWA)
- Multiple Worship Services
- Longer Pastor Tenure
- Diversity (size, scale, mission)
- Community Knowledge, Connection, & Reflection

## Weaknesses

- Financial Resources
- Facility Constraints / Maintenance
- Ministry Clutter (too much)
- Pruning Programs (ineffective)
- Children / Youth

## Opportunities

- Teaching Church (int. / ext.)
- Mentoring Churches
- Population Growth
- Expansion (facilities / sites)
- Children / Youth Ministries
- Evolving Ministries (Life-stage/Lifestyle)

## Threats

- Oversaturation of Churches
- Denominational Branding
- Responding to Social Change
- Non-Den. Mega Churches



# Healthy Segment Strategy

To deliver a holistic framework that helps churches reach, assimilate, grow and impact the “community”

## Health

To improve the health and vitality of the local church through the process of learning, sharing and connecting with each other (Methodist Churches)

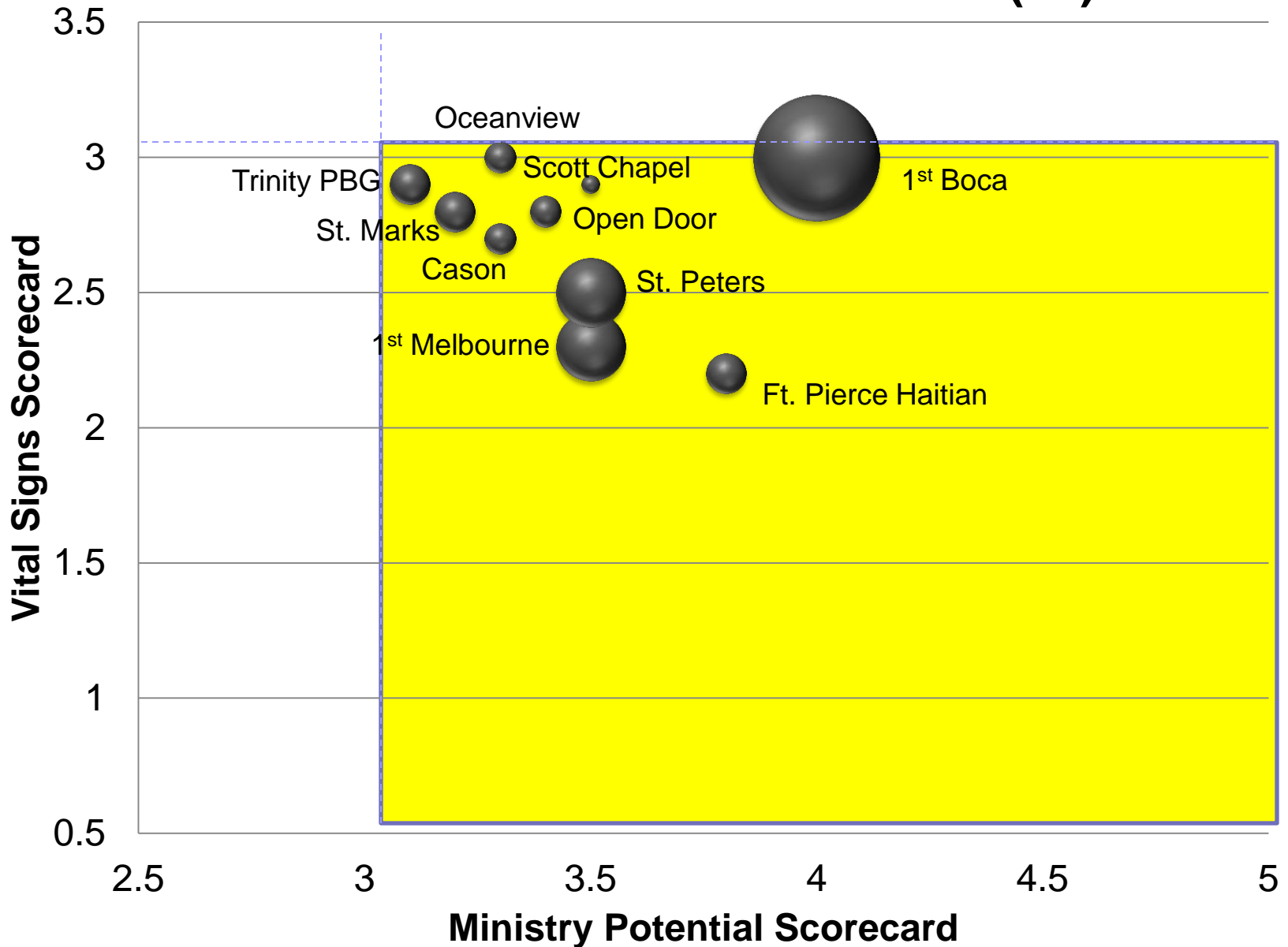
## Vital Church Model

To develop and deliver a 21<sup>st</sup> Century Church Vitality Model that helps churches activate the Methodist Way (Inviting, Hospitality, Worship, Teaching, Serving, Giving, Sharing, Replicating)

## Expansion

To expand and grow the “healthy” churches (organic, multi-site, multi-format, satellite) across the District

## Mature / Potential Quadrant (10)



# Mature / Potential Segment Profile / Characteristics

- Membership does not reflect population
- Low community penetration (AWA)
- High community growth (14%)
- AWA, POF trending down significantly
- Facilities aging, but paid for (no debt)
- Ministry resources (\$\$) needed to maintain facilities
- Decline in Youth/Children double digits
- Aware of challenges working toward positive change
- High percentage of people in Discipling Groups
- Struggles to engage community





# Mature/Potential – S.W.O.T.

## Strengths

- Strong Discipleship
- Established Ministry
- Tradition / Presence
- Pastor Tenure
- Facilities / Footprint

## Weaknesses

- Significant decline (AWA)
- Decline in Child/Youth
- Connection w/Community
- Aging Facilities
- Financial Resources
- Vision

## Opportunities

- Growing Population
- Children / Youth Outreach
- Diversity Ministries
- Open Space (facilities) -  
engaging Community Org.
- Vision Planning

## Threats

- Overserved Communities (50%)
- Mega-Church Competition
- Lifestyle Choices (Me)
- Socio-Economic Changes
- Changing Community (Diversity)

# Mature/Potential Segment Strategy

Growth through increase in membership, pastoral leadership, spiritual maturity and financial stability.

## Spiritual Passion

Develop a congregation with spiritual depth and passion through personal and social holiness from a Wesleyan perspective.

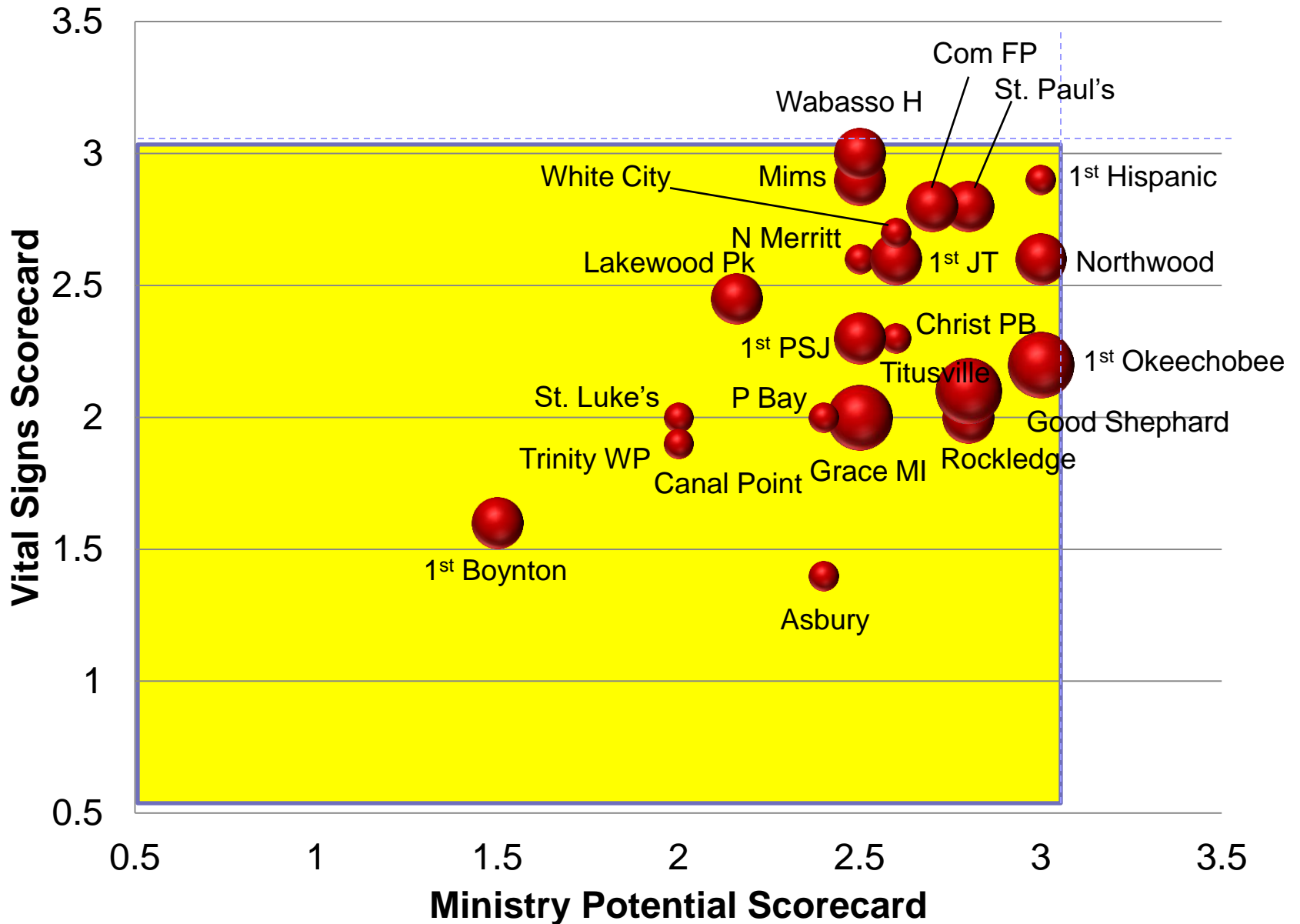
## Vision Planning

Create a Strategic Planning Process (Assessment, Strategy, Plan, Implementation, Scorecard Review) that can be used by the “local churches” to achieve their Vision and impact their communities.

## Evangelism

Reach out to community through passionate worship and relevant “Christ Centered” ministries (internal/external)

## Transitional Quadrant (23)





# Transitional Segment Profile / Characteristics

- Significant declines AWA and Ministries
- Older Congregation
- Smaller Churches / Communities
- Over-served Community (Church density)
- Growing Communities
- Low Community Penetration
- Traditional Worship Services
- Small / No Staff (Clergy beyond Pastor)
- High Pastor Turnover (Low Tenure)
- Core Discipling Group Participation (w/in shrinking AWA)
- Declining / Minimal Children & Youth



# Transitional – S.W.O.T.

## Strengths

- Family
- Sense of Community
- Friendly
- Facilities
- Lay commitment

## Weaknesses

- Closed circle
- **Financial position**
- Small community
- Outdated facilities
- Resources
- Quality of Services

## Opportunities

- Growing population
- Properties value (transition)
- Growth in 55+ population (time, talent, & purpose)
- **Collaborate w/local UMC's**
- **Consolidate w/local UMC's**
- **Rebrand church**

## Threats

- Changing economy
- **Changing demographics**
- Secular culture
- **Modern expectations (Tech, Worship, Facilities)**
- UMC Image (Trad. Den.)
- Competition (UMC, MC's)

# Transitional Segment Strategy

To support the transformation of transitional churches in order to drive sustainable growth in the most vital churches and ministries

## Turnaround

To support sustainable churches as they develop and implement a turnaround plan to become more vital

## Reinvent

Support innovative re-branding and/or revitalization initiative (process) w/in sustainable churches in order to become vital

## Repurpose

To encourage churches to consolidate (physical, multi-site, satellite) and/or collaborate by leveraging or repurposing assets, resources and capabilities to enhance community ministries

## Sell

Identify and sell unsustainable churches in order to invest in growing churches and ministries



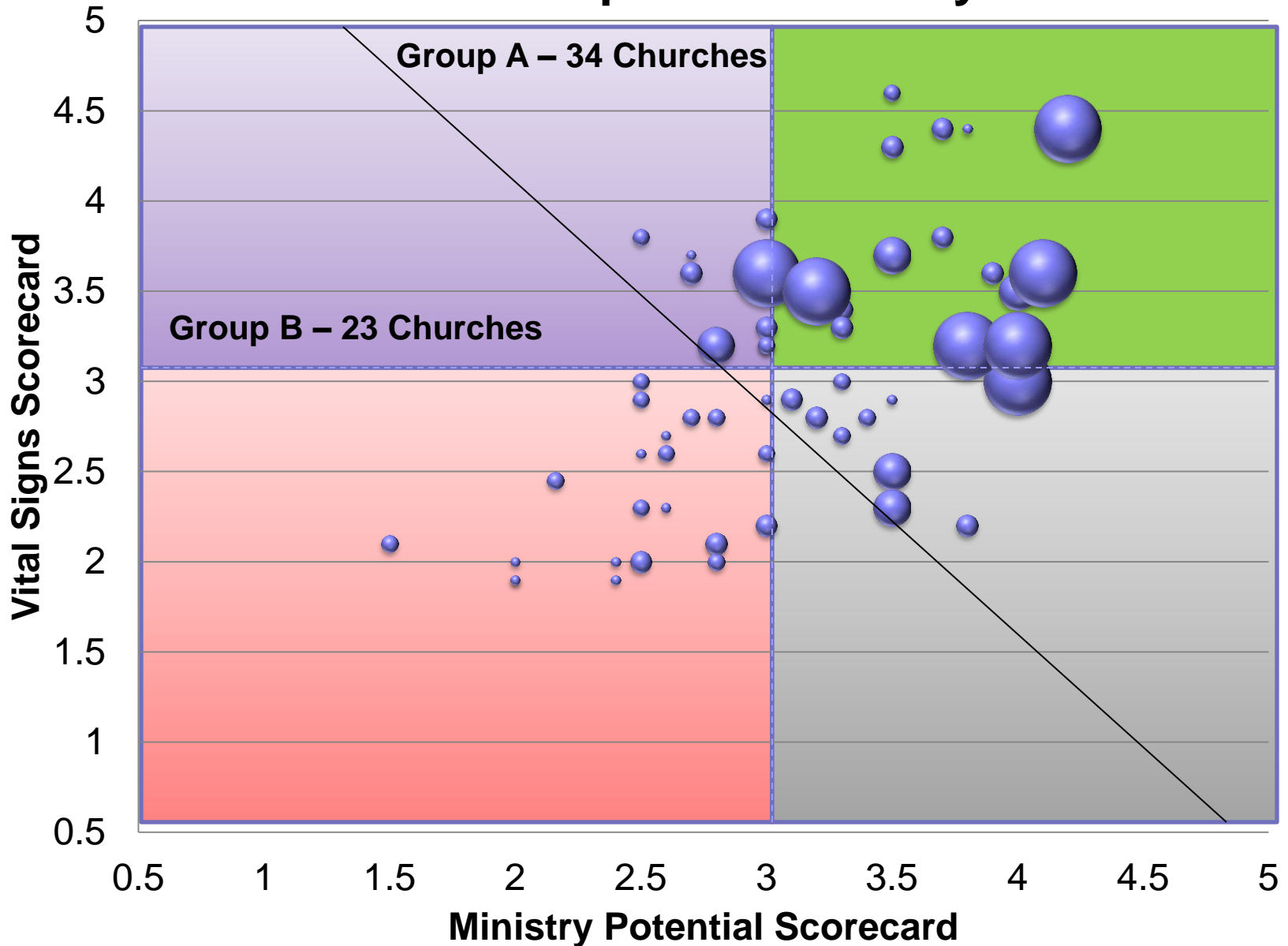
# Questions?



# Breakouts



# AC Church Development & Vitality Quadrants





# General Session



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# Call to Action

- Pray about it
- Talk to your leaders
- Get involved
- Let's all move from here to there



# Questions?