

1 **Strategic Plan for the Revitalization of Existing Churches**

2
3 *Do not remember the former things, or consider the things of old.*
4 *I am about to do a new thing; now it springs forth, do you not perceive it?*
5 (Isaiah 43:18-19)
6

7 **I. VISION STATEMENT**

8
9 The two conferences of the Kansas Area envision themselves as spiritually alive and connected people and
10 communities of faith.

11
12 **II. MISSION STATEMENT**

13
14 In order to make this vision a reality, the Kansas East and Kansas West Conference each attempts to function as
15 a network that connects and empowers persons and churches to carry out ministries of witness, education, and
16 compassion.

17
18 The focus of this effort will be revitalized clergy and lay leadership which will in turn lead to revitalized
19 churches in each conference. Three tracks will provide delivery systems for revitalization: the small
20 membership church; leadership development and congregational transformation; and continuing education for
21 clergy and lay leadership.

22
23 Small membership congregations offer unique opportunities and challenges for ministry, and thus deserve
24 special treatment in the revitalization plan. Professional leadership for small membership congregations is
25 typically provided by persons still enrolled in training and credentialing processes. Local lay leadership in small
26 membership settings must assume a wide range of roles and responsibilities for ministry.

27
28 More broadly, leadership development and congregational transformation strengthen ministry throughout the
29 Kansas Area. Focus on development and transformation leads to more fruitful partnerships between laity and
30 clergy and to more effective disciple-making in a variety of settings.

31
32 Continuing education is a critical component of leadership development, and one that needs to be treated
33 separately from the specific plan for development and transformation. Continuing education leads to improved
34 effectiveness of both clergy and lay leadership in local churches and ministry settings.

35
36 By devoting energy to these three areas United Methodists in the Kansas Area will be empowered to more
37 effectively witness to the Good News in a variety of relevant ways, form persons in the faith so that they may
38 live as disciples and act as disciple-makers, and offer ministries of compassion and love to a hurting world.

39
40 **III. PLAN OF MINISTRY**

41 Churches will participate in A, B, C, or D below, or parts of several. E applies to all churches.

42
43 **A. Leadership Development and Congregational Transformation -Small Membership Congregations**

44 Available for churches with an average worship attendance of 50 or fewer. (approximately 180 in each
45 of our two Conferences)

46
47 **1. Professional Leadership Development for Small Membership Churches**

48
49 **a. Recruitment of Professional Leaders**

50 There are three kinds of professional (paid) pastoral leaders available to serve small
51 membership congregations: ordained clergy, local pastors, and district superintendent

1 assignees. In some cases, Certified Lay Ministers may also be compensated for their leadership.
2 There is a need to recruit persons to give professional pastoral leadership to support the
3 ministries of small membership churches in rural and transitional urban neighborhood settings.
4 Therefore, in cooperation with the Boards of Ordained/Professional Ministry, the Revitalization
5 Task Force will care for the following functions.
6

- 7 1) Develop appropriate, high-quality print and electronic recruitment materials (including
8 website) for ministry recruitment in the Kansas Area.
- 9
- 10 2) In cooperation with other annual conference groups, develop appropriate “Call Events” to
11 be held in conjunction with conference gatherings. Such call opportunities will highlight
12 the variety of ministry opportunities available along with the variety of ways of responding
13 to these opportunities.
- 14
- 15 3) Develop a plan to support clergy who elect to specialize in ministry with small membership
16 congregations.
- 17

18 **b. Training of Professional Leaders**

19 There is a need to train ordained clergy, local pastors, Certified Lay Ministers and district
20 superintendent assignees to specialize in supporting the ministries of small membership
21 churches in rural settings and urban neighborhoods. The following steps address training
22 leaders for the specific context of the small membership church.
23

- 24 1) The Boards of Ordained/Professional Ministries and the Area Cabinet will seek a
25 conversation with the leadership of Saint Paul School of Theology and with the leadership
26 of the three United Methodist Colleges in Kansas to discuss possible curriculum choices
27 and delivery systems for training seminary students, ordained clergy, local pastors, and
28 district superintendent assignees to serve small membership churches in rural and
29 transitional neighborhood settings.
- 30

31 **2. Development of Lay Leadership for Small Membership Churches**

32
33 In small membership churches local laity must often assume a wide range of leadership roles and
34 responsibilities for ministry in their churches and communities. Opportunities for the local lay
35 leadership of small membership churches must address general leadership proficiency and help
36 prepare a next generation of leaders to step up to the task of leading their churches in the future.
37

38 **a. General Leadership Proficiency**

39 Beginning in 2007 a Small Membership Church Summit shall be held in the fall every two
40 years. It will feature key speakers, preachers, and workshop leaders who will inspire vision,
41 provide training, and facilitate networking opportunities for laity of small membership churches
42 throughout the Kansas Area.
43

44 **b. Next Generation Leadership Program**

45 The Next Generation Leadership Program will be a one-year training program for members of
46 small membership churches who are between the ages of 25 and 45. It will consist of a series of
47 workshops covering leadership skills, spiritual gifts, and United Methodist heritage and mission.
48 Participants will be nominated for the program and sponsored by their local church and
49 expected to complete a mission project of their own design during the year. A class of 20-40
50 Next Generation Leaders will be formed every two years.
51

1 **3. Small Membership Church Shared Leadership Pilot Project**
2

3 The Kansas East and Kansas West Annual Conferences have entered into a partnership with the
4 General Board of Discipleship to develop a Shared Leadership Pilot Project for Small Membership
5 Churches. The Project seeks to create one pilot Small Membership Church Affinity Group in each
6 of the two annual conferences of the Kansas Area. The Affinity group will consist of a set of small
7 membership churches whose pastoral leadership functions will be provided by a team of local
8 Certified Lay Ministers under the support and guidance of an Equipping Elder. Guidance and
9 training for the construction of the pilot as well as for the training and supervision of personnel is
10 provided by the General Board of Discipleship and the Area Cabinet. The General Board will
11 provide tools for research and evaluation of the program. The Kansas Area partnership with the
12 General Board for the pilot is for a three to four year time period, with the target launch date for the
13 two pilot Affinity Groups being July 2007. Participation in the pilot project will enable the Kansas
14 Area to explore and develop sustainable and replicable models for providing competent and
15 revitalized pastoral leadership to small membership congregations in the state.
16

17 **B. Leadership Development and Congregational Transformation for Churches in Fulltime Charges**

18 Available for churches with full-time pastors.
19

20 Leadership Incubators offer a specific model, developed by Craig W. Robertson of Spiritual Leadership
21 Inc., to address clergy leadership development and congregational transformation. (See Appendix A:
22 “SLI Leadership Incubators”). The process will include lay leadership as laity support their pastor’s
23 renewal and as pastors return to lead incubator groups in their own congregations.
24

- 25 **1. The Kansas Area shall contract with Craig W. Robertson and Spiritual Leadership Inc. to**
26 **create in Kansas “Leadership Incubators” for the purpose of revitalizing both churches and**
27 **leaders in charges that have a fulltime pastor appointed.** The focus will be on those clergy
28 beyond the first three years in fulltime service and not in the last three to five years prior to
29 retirement. In addition, it will be expected that a pastor and church willing to participate anticipate
30 a minimum of three years together to fully implement the process.
31
- 32 **2. The initial stage of this process will include three “Leadership Incubators” led by Craig**
33 **Robertson.**
 - 34 **a. For the bishop and appointive cabinet** so that they will be familiar with the process that Area
35 churches and ministry settings will be experiencing.
 - 36 **b. One group in each of the two Conferences, consisting of approximately 10** persons who will
37 lead their churches through this effort as well as agree to lead additional “Leadership
38 Incubators” in a second generation of the program, as well as 2 persons who will lead additional
39 “Leadership Incubators” made up of district and/or conference lay leadership.
40
- 41 **3. Churches (charges)/ pastors will be nominated by the appointive Cabinet and approved by the**
42 **Bishop.**
- 43 **4. Churches (charges) that are nominated will meet the following criteria.**
 - 44 **a. Desire to become a more effective congregation.**
 - 45 **b. Affirmative church council vote.**
 - 46 **c. Commitment to a three- to five- year process.**
 - 47 **d. Commitment to the United Methodist mission of making disciples both in and beyond the**
48 **local church.**
 - 49
 - 50
 - 51

1 e. Diverse group of churches.
2

3 **5. Clergy who are nominated will meet the following criteria.**
4

- 5 a. Desire to become a more effective leader
6 b. More than three years away from retirement
7 c. Expected tenure of three to five years in current church or ministry setting
8 d. Possess the gift of teaching
9 e. Diverse generations, ethnicity, geography, gender, and category of appointment setting
10 f. Full member (elder or deacon), associate member, or full-time local pastor who has completed
11 the Course of Study.
12

13 *(Plan to serve a total of 212 fulltime charges. Kansas East and West currently have 321 fulltime charges. In*
14 *Kansas East, Church of the Resurrection and 8 charges in the Topeka District have already participated in*
15 *an Incubator Group. This gets us to about 70% participation by fulltime charges by the year 2009.)*
16

17 **6. This effort will be guided by the following timeline.**
18

- 19 **Spring 2006** Pastors/churches nominated by the appointive Cabinet and approved by the
20 Bishop.
21
22 **May/June 2006** Nominated churches/pastors approached one at a time about participation by
23 Conference staff or volunteers in order to orient them to the opportunity.
24
25 **September 2006** Initial three “Leadership Incubator” groups begin.
26
27 **January 2007** Clergy who are a part of the initial groups initiate a “Leadership Incubator” in
28 their own congregation or ministry setting. These will run concurrently with
29 the balance of the clergy person’s participation in their own “Leadership
30 Incubator” so that the clergy person might have the accountability and support
31 they need as they implement the process locally.
32
33 **January 2008** Those clergy persons who, upon completion of their local church “Leadership
34 Incubator,” are willing and judged capable of teaching others, lead a second
35 generation of “Leadership Incubators” for approximately 12 clergy persons.
36
37 **May 2008** Participants in the second generation “Leadership Incubators” initiate a
38 “Leadership Incubator” in their own congregations or ministry settings.
39
40 **January 2008** One or two persons who possess the necessary gifts and skills from each of the
41 initial groups lead a “Leadership Incubator” consisting of twelve laypersons.
42
43 **May 2008** The laypersons participating in these incubators, to be designated as lay
44 volunteer facilitators, facilitate “Leadership Incubators” for key district and
45 conference lay leadership in both conferences. These incubators may meet for
46 four hours per month over a 24-month period.
47

48 **7. Any clergy person and ministry setting participating in a “Leadership Incubator” will be**
49 **expected to continue in the process for at least one additional year, taking advantage of**
50 **educational processes described in the “Continuing Education” portion of this document.**
51

1 **C. Congregations with greater than 50 average attendance in worship and with a less-than-full time**
2 **pastor may participate in either the Small Membership Congregation track or the Leadership**
3 **Incubator track, or may participate in parts of both.** (Approximately 20 in each of our two
4 Conferences)
5

6 **D. Holy Boldness: A Strategic Plan for Urban Ministry**
7

8 As United Methodists, our biblical and Wesleyan heritage calls us to transform urban churches and communities
9 with holy boldness. A comprehensive urban-ministry plan called Holy Boldness sets forth a vision, goal areas,
10 and outcomes to organize and resource congregations and church-based community organizations for
11 transforming urban and suburban congregations and communities through the gospel of Jesus Christ.
12

13 Holy Boldness is a grassroots movement that empowers congregations and church-based organizations to
14 develop local strategies for urban ministry. Its objective is to work within present structures and existing
15 resources to leverage new opportunities for urban ministry.
16

17 Change is inevitable, but transformation is optional. As The United Methodist Church in the Kansas East
18 Conference, we have the opportunity to transform urban churches and communities with holy boldness. The
19 Holy Boldness plan is not an exact plan, but a dynamic tool for organizing and mobilizing people for urban
20 transformation. The plan is an adaptation of the Holy Boldness National Plan of the United Methodist Church.
21 It recognizes that there are local differences and invites churches and church-based community organizations to
22 adapt urban ministry strategies to carry out their unique Holy Boldness goals. This plan also presupposes a long
23 term reality toward this end.
24

25 **Urban Ministry Vision**

26 The United Methodist Church must practice "holy boldness" in urban areas as evidenced by the church:

- 27 1. Risking all we have to share God's transforming love as experienced through Jesus Christ in both word
28 and deed
- 29 2. Ministering with and among the poor
- 30 3. Transforming and developing urban congregations
- 31 4. Celebrating and honoring diversity within the congregation, church-related organizations, agencies, and
32 the community
- 33 5. Living and proclaiming God's justice and equality in every situation without fear of being isolated and
34 ridiculed
- 35 6. Being an agent for healing in the midst of broken lives and communities
- 36 7. Effectively developing the spiritual, social, and physical well-being of individuals and communities
37

38 In support and acknowledgment of the valuable role of Holy Boldness in the life of the church, the General
39 Conference of The United Methodist Church reaffirms the Holy Boldness plan and:

- 40 1. Commends the ministry of urban churches and church-based organizations that share the gospel of Jesus
41 Christ through prophetic vision and proclaiming God's Word
- 42 2. Urges more congregations and church-based organizations to become covenanting partners with the
43 Holy Boldness Urban Ministry Plan and work toward developing and carrying out local strategies that
44 address Holy Boldness goal areas: contextual urban theology, urban evangelism, leadership
45 development, community economic development, eradication of racism, strengthening multicultural
46 relationships, and health and healing
- 47 3. Organize and mobilize congregations and church-based organizations to accomplish local church and
48 community transformation, and (b) evaluate the effectiveness of collaboration within the Kansas East
49 Annual Conference and general church agencies to resource and enable the plan to be carried out in
50 local urban contexts
51

1 **Goal Areas**

2 The goal areas identified for this plan were determined through **consultation with the existing holy boldness**
3 **district ministry team and other interested members of the Kansas East annual conference.** The plan does
4 not presume to address every urban church and community need, but it is a first step toward organizing and
5 mobilizing United Methodists to work locally on goals for church and community transformation. The goal
6 areas are:

- 7 1. Urban theology;
- 8 2. Urban evangelism and congregational development;
- 9 3. Eradicating racism and other forms of oppression;
- 10 4. Developing and strengthening multicultural relationships;
- 11 5. Community economic development;
- 12 6. Leadership development; and
- 13 7. Wholeness, healing, and health.

14
15 **Asset-Based and Solution Focused**

16 While there are serious urban problems inside and outside the church, transformation is possible through the
17 resources and strengths of the church and community. The Holy Boldness plan calls for churches and
18 communities to identify their assets and build on these assets as people are mobilized for transformation. Some
19 of the assets are:

- 20 1. God's transforming power through Jesus Christ;
- 21 2. The local church and church-based community organizations;
- 22 3. The people in churches and cities who represent a wide variety of racial and ethnic traditions and have
23 the talents for transformation;
- 24 4. United Methodist general agencies and schools; and
- 25 5. Ecumenical and interfaith partners.

26 The plan is solution focused in that you focus on solutions and opportunities for growth and revitalization and
27 not on the problems and struggles of the past.

28
29 **Congregation and Community Based**

30 As a church, we are blessed with congregations, church-related community organizations, and institutions that
31 seek to transform urban communities. All are important to the life of urban communities and will be challenged
32 to work toward the goals of the Urban Plan. The plan calls for a significant focus on local urban congregations
33 that are in need of development, are strategically located, and have the opportunity to share God's love in word
34 and deed. If the church is to transform communities, the local church is critical.

35
36 **Collaborative Effort**

37 Urban transformation requires a collaborative effort by local churches working in cooperation with other
38 denominations, community organizations, businesses, and governmental institutions. Collaboration will need to
39 continue to occur beyond city limits by collaborating with suburban and central city churches that have
40 committed volunteers, resources and relational roots in inner-city neighborhoods, and with transitional churches
41 that share similar problems, all of which strengthen ministry.

42
43 The principle of Collaboration can extend to the conference and national level. General church resources
44 working together to identify common strategies can realize mutual accomplishments through linking local
45 strategies and needs.

46
47 **Covenant-Inspired**

48 A new covenant with the conference and the urban churches to bring about new life and vitality. It's between
49 God, the local church and the communities we serve. Churches and organizations will continue to review and
50 evaluate their progress as they work toward the goals in their setting.

51 The Urban Plan invites people, churches, church-based community organizations, and church agencies to

1 covenant to work toward the established goals.. Covenanting churches and groups will continue to become part
2 of a nationwide network for support, idea development, and resourcing.
3

4 **Overall Ongoing Goals**

- 5 1. **Urban Evangelism and Congregational Development:** Provide resources to transitioning
6 urban/suburban churches, provide for the redevelopment of existing urban congregations.
- 7 2. **Eradicating Racism and Other Forms of Oppression:** Helping churches deal with differences of race,
8 culture, economics and generational realities
- 9 3. **Community Economic Development:** Building hope, especially through economic justice, restoration
10 of existing facilities, acquisition of land and capital for mission and ministry development, and
11 retrofitting structures for multipurpose use.
- 12 4. **Urban Theology:** Encouraging faith sharing through promoting interchurch bible study groups that
13 rotate between neighborhoods (urban/suburban)
- 14 5. **Wholeness, Healing, and Health:** Helping churches be more hospitable, provide training and technical
15 assistance to help churches engage in systemic change and community economic development by
16 working with an existing community-development corporation or by starting a community-development
17 corporation where necessary;

18 **Leadership Development:** Develop church leaders through community organizing, and curriculum
19 based urban ministry models that can be replicated in setting not necessarily urban.
20

21 **E., Continuing Education**

22 Available for all churches and clergy.
23

- 24 1. **During the second year of the “Leadership Incubator” experience clergy participants in the**
25 **incubator group, along with a team of laity from their ministry setting, participate in four**
26 **seminars.** Clergy participants invite each lay participant because that lay participant is a leader who
27 can help effective ministry happen within the setting. Leadership Incubator participants will be required
28 to participate in these; the seminars will be open to all interested clergy and laity.
29
 - 30 a. Each seminar consists of a process-oriented section and a content-oriented section, with the two
31 sections relating to one another. Process-oriented topics will include:
32
 - 33 • You and healthy relationships
 - 34 • Understanding your congregational system
 - 35 • When Christians disagree
 - 36 • Making time for ministry.
 - 37 b. Content-oriented topics will include:
38
 - 39 • Vital worship
 - 40 • Evangelism
 - 41 • Christian education
 - 42 • Stewardship.
- 43 2. Continuing education for ministry and ongoing spiritual formation and growth are crucial to sustaining
44 vital ministry in the Kansas Area. In addition to the “Leadership Incubator” component, the following
45 ongoing continuing education elements will be implemented.
46
 - 47 a. In cooperation with the Boards of Ordained/Professional Ministry, a *Continuing Education*
48 *Resource Group* composed of five persons from each annual conference will be formed to
49 **strengthen clergy continuing education.** This *Resource Group* will perform the following
50 functions.

- 1) Assemble and publish an updated list of resources and events in which clergy might participate for continuing education purposes.
- 2) Establish criteria for acceptable continuing education events and determine, upon application from sponsoring groups or individuals, whether continuing education credit may be awarded for participation in specific events.

b. Each clergy person will develop an ongoing three-year plan (to be revised each year) for his or her own continuing education. The plan will be developed in consultation with his or her Staff-Parish Relations or Personnel Committee. District Superintendents will play a key role in developing this system; an assessment of how the plan is being followed will be added to the Clergy Evaluation process.

c. Congregational culture will be transformed and congregations will become more effective in carrying out their mission as congregational leadership engages in opportunities for ongoing education. Quality opportunities will be lifted up and congregational leaders will be encouraged to participate. These opportunities will include events that regularly happen already, such as:

- Church of the Resurrection (Leawood) Leadership Institute
- Saint Mark (Wichita) Institute, Wichita
- Fanning the Flame (Kansas East)
- Christian education trainings
- Lay Ministry Training (Kansas West)/Lay Speaking Seminars (Kansas East)
- The Academy for Lay Training and Preaching
- Professional Ministry Seminar
- Seminars sponsored by the Reuben Job Center
- PERCEPT training
- Center for Pastoral Effectiveness training
- Distance learning opportunities

3. A regular review shall be conducted in order to provide a coordinated, comprehensive overview and evaluation of all clergy training programs offered in the Area. Special attention will be given in the review process to the needs of small membership churches and to current Disciplinary requirements and conference policies, as well as to overlap and equivalency issues among the various programs.

IV. BUDGET AND FUNDING

EXPENSES

			Cumulative
2006	Craig Robertson consulting fee – 3 groups of 12	\$ 58,000	
	Transportation, room & board – 2 consultants (\$1,500/month)	\$ 6,000	
	Print and electronic recruitment materials re “call to ministry”	\$ 6,200	
	“Call to Ministry” event s	\$ 2,500	
	Expenses for coordinating committee(s)	<u>\$ 7,500</u>	
		\$ 80,200	\$ 80,200
2007	Transportation, room & board – 2 consultants (\$1,500/month)	\$ 12,000	
	GBOD Pilot Project School for Certified Lay Ministers	\$ 10,000	
	Small Membership Church Summit	\$ 10,000	
	Focused continuing education events - 2	\$ 10,000	

1	Print and electronic recruitment materials re “call to ministry”	\$ 6,200		
2	“Call to Ministry” event s	\$ 2,500		
3	“Next Generation” Leadership Program workshop series	\$ 5,000		
4	Expenses for coordinating committee(s)	<u>\$ 7,500</u>		
5		\$ 63,200	\$ 143,400	
6				
7	2008 Focused continuing education events – 4	\$ 20,000		
8	Honoraria for group leaders (\$1,000) – 8	\$ 8,000		
9	GBOD Pilot Project School for Certified Lay Ministers	\$ 10,000		
10	Print and electronic recruitment materials re “call to ministry”	\$ 6,200		
11	“Call to Ministry” event s	\$ 2,500		
12	“Next Generation” Leadership Program workshop series	\$ 5,000		
13	Expenses for coordinating committee(s)	<u>\$ 7,500</u>		
14		\$ 59,200	\$ 202,600	
15				
16	2009 Focused continuing education events – 4	\$ 20,000		
17	Honoraria for group leaders (\$1,000) – 8	\$ 8,000		
18	GBOD Pilot Project School for Certified Lay Ministers	\$ 10,000		
19	Small Membership Church Summit	\$ 10,000		
20	Print and electronic recruitment materials re “call to ministry”	\$ 6,200		
21	“Call to Ministry” event s	\$ 2,500		
22	“Next Generation” Leadership Program workshop series	\$ 5,000		
23	Expenses for coordinating committee(s)	<u>\$ 7,500</u>		
24		\$ 69,200	\$ 271,800	
25				
26	GRAND TOTAL	\$271,800		
27				
28				
29				
30	2006 Church fees (\$250 - \$1,000 based on budget) – 20 churches (ave. - \$625)	\$ 12,500		
31	Pastor fees (\$100) – 20 pastors	\$ 2,000		
32	Kansas Health Foundation Grant	<u>\$ 76,000</u>		
33		\$ 90,500	\$ 90,500	+10,300
34				
35	2007 Kansas East Conference	\$ 7,500		
36	Kansas West Conference	<u>\$ 7,500</u>		
37		\$ 15,000	\$ 105,500	-37,900
38				
39	2008 Kansas East Conference	\$ 7,500		
40	Kansas West Conference	\$ 7,500		
41	Church fees (\$250 - \$1,000) – 8 new groups of 12 (ave. - \$625)	\$ 60,000		
42	Pastor fees (\$100) – 8 new groups of 12	<u>\$ 9,600</u>		
43		\$ 83,000	\$ 188,500	-14,100
44				
45	2009 Kansas East Conference	\$ 7,500		
46	Kansas West Conference	\$ 7,500		
47	Church fees (\$250 - \$1,000) – 8 new groups of 12 (ave. - \$625)	\$ 60,000		
48	Pastor fees (\$100) – 8 new groups of 12	<u>\$ 9,600</u>		
49		\$ 84,600	\$ 273,100	1,300
50				
51	GRAND TOTAL	\$273,100		

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V. IMPLEMENTATION

A new Area-wide Revitalization Task Force will be created with responsibility for implementing, evaluating, and adjusting this plan. This Revitalization Task Force will be named by the Bishop and will serve from 2006 through 2010.