

UNIVERSITY AVE. CHURCH OF CHRIST

Prepared by: Dr. Stanley E. Granberg | December 16, 2017

The University Avenue Church of Christ is a one hundred year-old heritage church located at the gateway to the University of Texas and the capital complex of the state. UA's deep historical influence in Austin, it's location, and facilities resources give it strong leverage points for the future. We all want to see the best possible outcome that honors UA and provides the best for God's kingdom.

2018 is a critical year for UA. The results we see from the actions we are working on this year will determine the ultimate decision for the long term.

Next Steps

Critical question: How significant is UA's heritage with Churches of Christ in any decisions that may be made for the future? The answer to this question may influence several turning point decisions in the future: hiring new staff, property use, or property disbursement.

The following are suggestions to help you make plans for this coming year:

- Send Ben Stewart and Laura Cate to the Kairos Pathways Leader Lab Feb. 15-17, 2018 in Jonesboro, AR. The lab will introduce them to the demands of 21st century leaders, give them benchmarks for their personal development and provide them specific actions and resources to apply to their development as they work as young leaders at UA.
- January meeting-January 27-28, 2018
 - All leadership team members complete MBTI
 - NCD review
 - Addressing the WIN Wheel
 - Simplify through focus
 - Develop Action Initiatives for each WIN Wheel item
 - Create an Action Initiative calendar for 2018
 - Set mid-term and year end measures
 - Talk through the "what ifs"
 - .
- The ministry staff share together in completing the following tutorials from the Kairos website:
 - Kingdom Concept
 - Community Mapping
 - Prospect Persona
- Develop your evangelistic funnel
 - Possibly use the Percept Ministry Area Profile (<http://www.perceptgroup.com>)
 - 3 step funnel
 - Step 1: *their activities, their places*. What are the top 3 places you are most likely to meet your primary customer who would be most interested in UA?



- Step 2: *their activities, our places*. What are 2 point of entry events that UA can do that will bring people further into your relationship network to consider faith in Jesus?
 - Step 3: *our activities, our places*. This is the central sharing event. Reinstitute Alpha, use Story of Redemption (<http://www.storyofredemptionfilms.com/catalog/story-of-redemption-free-videos>) Insight into a renewal process.
- The following movements are perspectives from which to see the renewal process
 - **Ministers: from default to design.** By training and experience ministers are typically oriented towards incremental changes that make the default of what already exists function better. For a 21st century renewal, ministers must provide strategic change to redesign the church to address the challenges of the new millennium. Ministers must keep their focus on their primary customer: those who are not yet part of the church. Their attention to members must stay firmly on equipping and maturing so the members can be active participants in creating the renewed church (Eph. 4:12-13).
 - **Elders: from maintenance to missional.** Eldershops are by nature conservative and internally focused. Elders' ears are particularly attuned to hear their members, especially those who are of their age groups. To support a missional perspective, elders have two key activities: 1) to support and give wise counsel to their ministry staff and 2) to explain to their members at every opportunity why the church is paying so much attention to those who are not yet part of the church.
 - **Members: from preference to purpose.** Members are used to having their way. Whether it be maintaining "their" seat in the auditorium, deciding what they want to study in their Bible classes, or determining how their contributions will be used, members have been geared to expect their preferences are king. In order to create the changes that are necessary for a successful renewal members should be challenged to reorient their thinking from receiving their preferences to being part of the newly arising purpose.
- Reading. The following two books provide practical insights that would be helpful for you
 - Mark Clifton, *Reclaiming Glory: Revitalizing Dying Churches* (B&H, 2016).
 - Characteristics of dying churches
 1. Value processing (talking) over acting (doing)
 2. Value their own preferences over the needs of the unreached
 3. Inability to pass on leadership to the next generation
 4. Have ceased to be part of the fabric of their community
 5. Have grown dependent on programs for stability
 6. Tend to blame changes in the community for not responding to them
 7. Confuse caring for the building with caring for the church and community
 8. Do not ask the question, "Is there a need for our church in this community?"
 - 4 replanting pathways. A critical decision is to determine are how significant it is to use the heritage resources stored in the real estate to support future that is available within the fellowship of Churches of Christ.
 1. Give the building to a church plant
 2. Share the building with other churches
 3. Merge with a new church or become a multi-site

4. Replant from within
5. (Repurpose finances for new churches)
- Replanting insights and measures
 1. Churches below 200 in attendance are normative in America. Church plants at 5 years old are typically under 100 in attendance.
 2. Simplify strategy:
 - a. Sunday worship experience (Up: worship)
 - b. Small group experience (In: discipleship)
 - c. engage the community (Out: evangelism and service)
 3. Reach and disciple young men
- Nelson Searcy, *Engage: A Guide to Creating Life-Transforming Worship Services* (Baker, 2011).

Next trip: January 27-28

Agenda:

- MBTI of leadership team
- Natural Church Development review and insights
- Setting metrics
 - Hard
 - Soft
- Movement insights
 - Healthy movements
 - Implications for Churches of Christ
 - Review of options from Life Cycle
 - Success/Failure scenario
- StratOp finalization
 - Creating action plans for each area of the WIN Wheel
 - Dovetailed Time Line
 - StratOp team
- Next quarter actions



The Present Future

A Church on a Journey

Part One

The University Avenue Church of Christ is at a critical point.

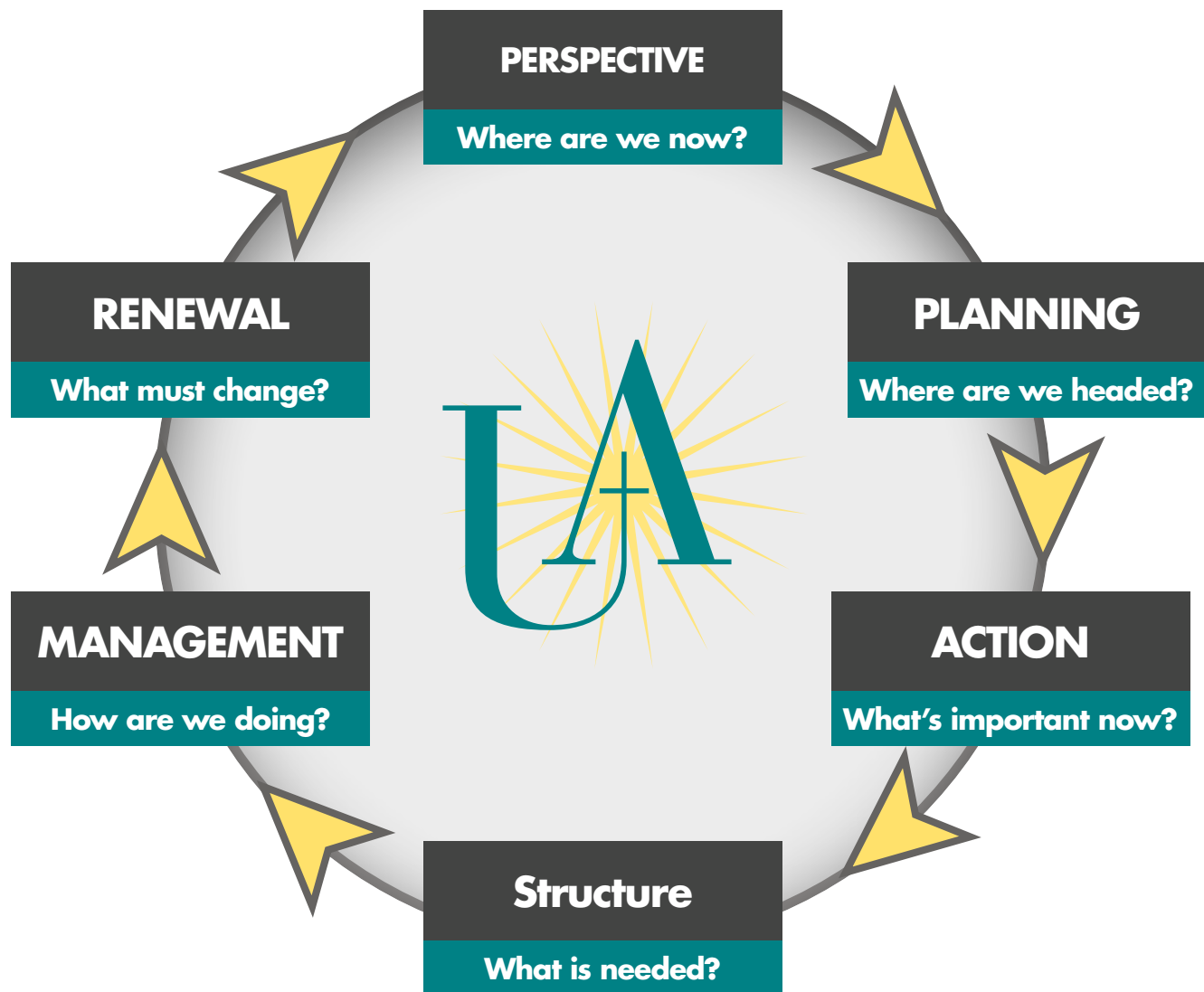
In its 170 years of life, including 100 years in its current location, the University Avenue Church has experienced great successes in the mission God has given it. Yet, despite a storied history, the congregation has faced a gradual and sometimes steep decline. This has prompted the leadership to take decisive action. This includes an in-depth examination of the nature of this congregation, its identity, its mission, its work, and what God's will is for its future. This is a difficult process that is challenging for insiders to undertake.

To this end, the shepherds of the University Avenue Church have retained the services of **KAIROS Church Planting**, an organization based out of Jonesboro, Arkansas. KAIROS is active in church planting efforts and helping established churches seek renewal of identity and mission. KAIROS is led by Stan and Gena Granberg, experienced missionaries and church planters responsible for the planting and renewal of dozens of churches around the globe.

On November 17 and 18, 2017, the Granbergs led the UA leadership, including the elders, staff, and their wives, through the first part of an intensive organizational process call the StratOp, short for Strategic Operational and Planning.

The StratOp Process: A Report

The StratOp process guides organizational leadership through an examination of an institution's history, identity, current state of affairs, leadership, and work. It guided us through a series of important questions:



"Culture is changing rapidly, and it deeply affects how we think about our church."

In the first weekend we worked through Perspective, Planning, and Action.

To set our context, the Granbergs impressed upon us is that we now live in a different and changing world. We are living through a seismic individual and societal reorientation. In short, **culture is changing rapidly**, and it deeply affects how we think about our church.

The Granbergs spoke briefly about what is needed to find our way forward in terms of mission, core values, and foundational beliefs. We then began to analyze the church's position on the "birth to death" life-cycle. A church has a birth and then a maturation time. It can pass its prime and decline to the point that it faces one of three realities: **death, renewal or restart.**

Using an engine as a metaphor, four growth cylinders reveal the condition of a congregation:

1) how it shares faith, **2)** how it functions as a missional community through small groups, **3)** how it serves others, and **4)** how it expresses vital worship to God that also builds up the church. Surveys from within UA that had been completed weeks before our November meeting by a cross-section of about 40 UA members identified weaknesses within both small groups and worship.

Perhaps the most difficult item of the weekend was identifying UA's three audiences for growth.

First: Those moving into the Austin downtown, East Austin, and SoCo areas. They are young, educated and want to make a difference in the world.

Second: UT students. UT students are second only because a campus ministry does not support a church; a campus ministry needs to be supported by a mature, cross-generational body.

Third: Those believers who are already part of the broader church of Christ tradition and who might come to UA. They represent neither a large growth opportunity, nor a missional outreach.

We rated forces that could revitalize UA.

The five most significant drivers of potential UA growth are: **1)** the Longhorns for Christ campus ministry, **2)** Evangelism — Creating a context of faith sharing and invitation, **3)** Authentic worship experience, **4)** small group ministry, and **5)** "Come go with me" benevolence.

We closed by identifying four "What's Important Now" (aka WIN) targets:

- 1)** Expanding small group ministry,
- 2)** Developing a context for sharing faith and invitation,
- 3)** Developing authentic worship experience, and
- 4)** Growing dynamic youth and children's ministries.

Where We Are

The UA leadership believes it is time to open ourselves to the future that God might have for us if we would open ourselves to his heart for our community. This means taking a hard look at what we are and moving boldly into what we need to be.

Our vision is to continue the ministry of Jesus in the heart of Austin. Our mission, which moves us toward the vision, is to love God and love others.

This ministry, however, is not one of comfort, but of sacrifice. Our mission is more toward the lost than the found, more toward the sinner than the righteous, more toward the outsiders than the insiders, more toward serving than being served. This means that we are careful not to be sucked into the temptation to become a church for ourselves, comfortable and careful. This means we are oriented toward becoming whatever we need to be to be able to welcome and connect with those outside Christ.

As Paul said of his own ministry in I Corinthians 9:19-22:

Though I am free and belong to no one, I have made myself a slave to everyone, to win as many as possible. To the Jews I became like a Jew, to win the Jews. To those under the law I became like one under the law (though I myself am not under the law), so as to win those under the law. To those not having the law I became like one not having the law (though I am not free from God's law but am under Christ's law), so as to win those not having the law. To the weak I became weak, to win the weak. I have become all things to all people so that by all possible means I might save some.

The questions we are now asking:

- Are we a church that is doing all it can to reach the lost of the campus and central Austin?
- Are we a church that is sacrificing its own comfort for the sake of those who need the hope of Jesus?
- Are we a church that is accessible to those seeking connection with God and don't know how?
- Are we seeking to help the Gospel make sense in 21st century Austin?

Absent are questions like "Are we financially secure?" or "Is everyone happy?" or "Are we meeting everyone's needs?" These are self-maintenance questions that, if they are priority, largely ignore the urgency of the Gospel and the messy nature of loving the sick more than the healthy (Luke 5:31).

Instead, the University Avenue Church leadership would like to lead and encourage a revitalization of identity among this spiritual community that continually motivates us to be able to confidently say "Yes!" to the above questions.

What's Next

The University Avenue Church is embarking on a journey, one where the outcomes are not yet clear. The questions we are asking are difficult yet filled with promise if we approach them with faith, open hearts, and a willingness to follow God into where he is already at work in the people of central Austin and the campus of the University of Texas.

This process is going to require the entire congregation. It will ask that the whole church consider these questions and how they impact the ministry of every person within this spiritual family. It will ask that we not base what or who we are on what has existed in the past, but what God is calling us to be right now. It will ask that we consider difficult issues such as generational and cultural practices and understandings. It will ask that we be open to change, to experimentation, and to taking risks, just as the early church was as it grew and carried the Gospel into different cultures, languages, and world views. Above all, it will ask that we approach all things with faith, which is *"being sure of what we hope for, and certain of what we do not see."* (Hebrews 11:1).

In the coming days, weeks, and months, you will be hearing directly from the leadership about their experience of this process and how it involves and impacts you. The elders and staff will be meeting with groups from the congregation to have important discussions together.

We ask that you be in prayer for how this church may continue the mission of Jesus in **bold, effective, and relevant** ways that are faithful to the will of God. We ask that you be in prayer for what this means for you as a part of this spiritual family. We ask that you be in prayer for what this means for those who are not yet a part of this family.

Let our prayer be that of Paul's:

Now to him who is able to do immeasurably more than all we ask or imagine, according to his power that is at work within us, to him be glory in the church and in Christ Jesus throughout all generations, for ever and ever! Amen. (Ephesians 3:20-21)



The Present *Future*

A Church on a Journey

Part Two

The University Avenue Church of Christ is moving into God's future.

The second KAIROS Strategic Operational Planning on January 27 and 28 led the leaders of University Avenue into a deeper evaluation of how the church can move forward, continuing the mission of Jesus in bold, effective and relevant ways — loving God and loving others. In the first retreat, we worked through the first three elements of the StratOP process: **Perspective**, **Planning** and **Action**. At the end of the first weekend, our **WIN** (What's Important Now) list included expanding small group ministry, creating a more inviting and welcoming church atmosphere, developing a more inspiring worship experience, and growing more dynamic children's and youth ministries.

In the second retreat, we used the remaining three elements of the **StratOP** process (**Structure**, **Management** and **Renewal**) to create action plans for three of the four **WIN** initiatives: **committing to ministry to children and youth**, **having inspiring worship**, and **developing an inviting church culture**.

The first retreat gave us the opportunity to reflect on what we had been as a church and on what might need to be done now. The second retreat moved us from reflection to action.

What Is Our Leadership Team Like?

For this process, our leadership team is the elders, ministers and their spouses. Stan and Gena Granberg used the Myers-Briggs Type Indicator (MBTI) instrument to understand how we might work together more effectively and value one another's strengths more. The sixteen different MBTI personality types are all good, but they have remarkably different strengths. The Granbergs appropriately helped the leadership group to see how the biblical metaphor of the church as a body with every part essential is demonstrated well in the UA leadership. The sixteen types can be grouped into four different ways that people respond to new ideas:

INNOVATORS create ideas. Lots of ideas.

About everything.

GERMINATORS refine ideas, researching and investigating to gain deeper understanding.

HISTORIANS ask "Why change" of ideas. They regulate the impulsiveness of the group. When they are ready for change, you can bet the big questions are settled.

IMPLEMENTERS activate ideas and make sure things get done. Only two of our twenty are in this group, so our leadership group will have to concentrate on getting things actually done. We heard Gena Granberg say, "Everyone needs to own implementation, even if you aren't naturally in that quadrant."

StratOP Approach to Change

The goal of change is to create healthy movement and growth. For that reason, we want to avoid changes that might cause people serious heartburn. When we begin with small increments of change people have time and space to get used to the idea that things can change and change for the good.

Change alters the *status quo*. The *status quo* likes being the *status quo*. A system of people — family, church, business, anywhere — seeks a kind of balance

called homeostasis. In homeostasis, all the pieces of the system are in equilibrium ... for better or worse. Any change to the system will face resistance. One person said that no change can be said to have occurred until the *status quo* has tried to sabotage the change.

Because systems are living, delicate things, the Granbergs are guiding us to be very gentle with change. Our attachment to things as they are have three kinds of anchors. We may like the *status quo* because it is our experience. We may like the *status quo* because it displays and reinforces our traditions. We may like the *status quo* because it is tied to deep emotional anchors.

The *status quo* can be a pattern of actions based on previous experiences. Experiences are the ways we have always done some things. They are comfortable ways of doing that are not buttressed by tradition and emotion. Small changes in experience-anchored practices at this level can create a healthy environment for further changes if the case for the changes are generously infused with clear reason and closely tied to the mission of the church.

The *status quo* that is anchored by traditions can be pretty firm. People have made choices, fought personal battles, even lost relationships over religious traditions. Change at this level alters the social contract people have agreed to. Change in conditions that are supported by traditions will be changes can not be skin-deep, cosmetic changes. They must be changes that are necessary for survival — necessary in order to be faithful to our mission.

Emotions tie us to the most important *status quo* positions we have in our lives. This is the powder that blows up in a changing system. In changing a church's ways of doing, the foolish one begins with the most emotionally charged issues and then is surprised when everything blows up. Changes proposed to matters with emotional fuses must be carefully thought out.

We are not sure where our need to change in order to meet our lost neighbors will take us. The **StratOP Change** approach seems to be that we will have the least amount of change necessary to be a very effective

church in the Kingdom of God. We will make changes guided by our mission. We will not make changes based on personal preferences; we will make changes that drive the mission of the church forward.

What's Important Now: Emphasis on Children and Youth

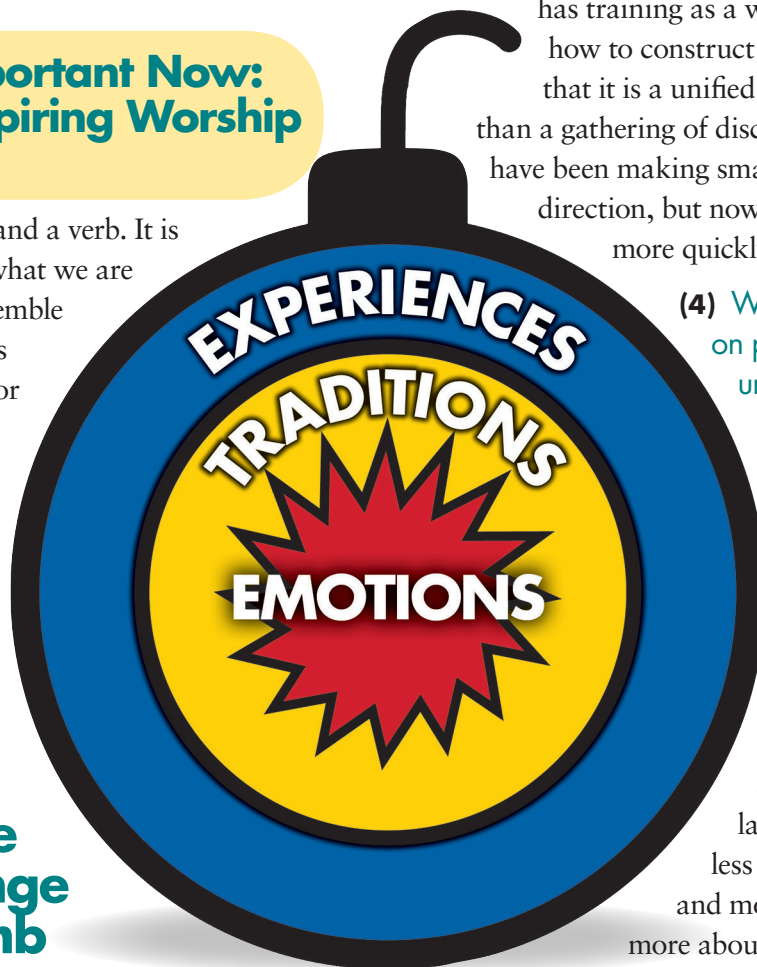
University Avenue church must continue to support and enhance elements of its ministry that assure families that the church is exactly where they want to be for the spiritual nurture of their children and their families. For this reason, UA has made a deep commitment to these ministries in hiring **Laura Kate Black** to be our Children's Minister and in hiring **Ben Stewart** to be our Youth Minister. Both Laura Kate and Ben have already been breathing new life into these ministries. We value all of our families and our children. We look forward to being a center for more families and children who will join us in our mission to continue the ministry of Jesus by loving God and loving others.

What's Important Now: A More Inspiring Worship Experience

Worship is a noun and a verb. It is where we are and what we are doing when we assemble together. Worship is directed to the honor and glory of God and also is meant to shape the soul and build the church, creating the reaction: "Surely God is in this place."

(I Corinthians 14:25)

**The
Change
Bomb**



We are going to experience four shifts in worship.

- (1) **We are going to think about our worship as a worship experience instead of a worship service.** God experiences our worship. We experience our worship. Our worship comes out of every part of our selves: body and soul, mind and spirit. Our worship expresses our love for God — and we love God with our body and soul, mind and spirit. In our worship each one of us experiences the worship of everyone else. We encourage one another.
- (2) **We are going to use the front of the sanctuary as a stage instead of a podium.** Our worship needs to engage more learning channels. When we walk into the sanctuary, something will be on display on the stage that will provoke thought and invite us into the themes of the worship experience.
- (3) **We are going to move from having a Song Leader to having a Worship Leader.** Ben Stewart is being challenged to help us make this transition. He has training as a worship leader. He understands how to construct and guide a time of worship, so that it is a unified experience of worship rather than a gathering of disconnected worship elements. We have been making small increments of progress in this direction, but now we will move forward much more quickly.
- (4) **We are going to concentrate on preaching into the context of unbelief instead of preaching into the context of belief.** We need to preach less and less to define and refine the present church against the backdrop of its history. This preaching leaves us talking to ourselves. We need to preach into the questions, emptiness, false values and pain of our secular culture. In preaching language, this preaching will be less propositional and deductive and more inductive and story-based — more about Jesus.

What's Important Now: Creating a Culture of Invitation and Welcome

When Jesus called Peter, Andrew, James and John from their fishing careers, he told them that in the coming days they would be fishers for people. An integral part of continuing the ministry of Jesus by loving God and loving others is seeking to bring people into relationship with Jesus. Our church must become a church that is committed to bringing people to Jesus. Like those who fished on Galilee, we also must have nets — occasions of contact and meaningful interaction that give people the opportunity to see Jesus in us and want to know more about him.

Funnels are the StratOP metaphor for opportunities to gather people into meaningful contact. We will create inviting, welcoming situations that allow us to connect with people, engage with them at some deeper level, and then invite them to join us in some activity. We heard examples of churches having tables at farmers' markets, at marathons, at community festivals. We know that seminars on money management, child-rearing, marriage health, retirement issues, aging parents all hold some attraction to the people around us. Inviting the scouts to be with us could be an example of this activity. We are committed to be a venue for the Christian music section of SouthXSouthwest. This can be an opportunity to meet people on their own turf and invite them into deeper conversation. All of this calls for strategic thinking at the inception stage, the doing of the ministry, and the follow-up with people contacted.

Another aspect of creating a welcoming presence is dealing with our difficult parking and building entry situation. First-time visitors have a hard time finding parking. Once they are parked, they have a difficult time finding the right entrance for the building. The Granbergs told us that successful, welcoming congregations have six or seven layers of welcoming direction to help visitors find their way without anxiety.

Action Plans for Worship, Children and Youth Ministry, and Culture of Invitation

The leadership team spent much of the second retreat working on **Action Plans** for the three WIN — What's Important Now Ministries.

An Action Plan has a team leader, team members, a clear objective, enumerated deliverables, action steps tied to deadline dates. At least seven Action Plans began during the weekend. One of the Action Plans is working on an Identity Pyramid that will clarify our language about our beliefs, values, mission, vision, audience, strategy, activity, and active disciples. Early work on these Action Plans is already positively affecting our worship and children and youth ministries.

We ask that you be in prayer for how this church may continue the mission of Jesus in **bold, effective, and relevant** ways that are faithful to the will of God. We ask that you be in prayer for what this means for you as a part of this spiritual family. We ask that you be in prayer for what this means for those who are not yet a part of this family.

Let our prayer be that of Paul's:

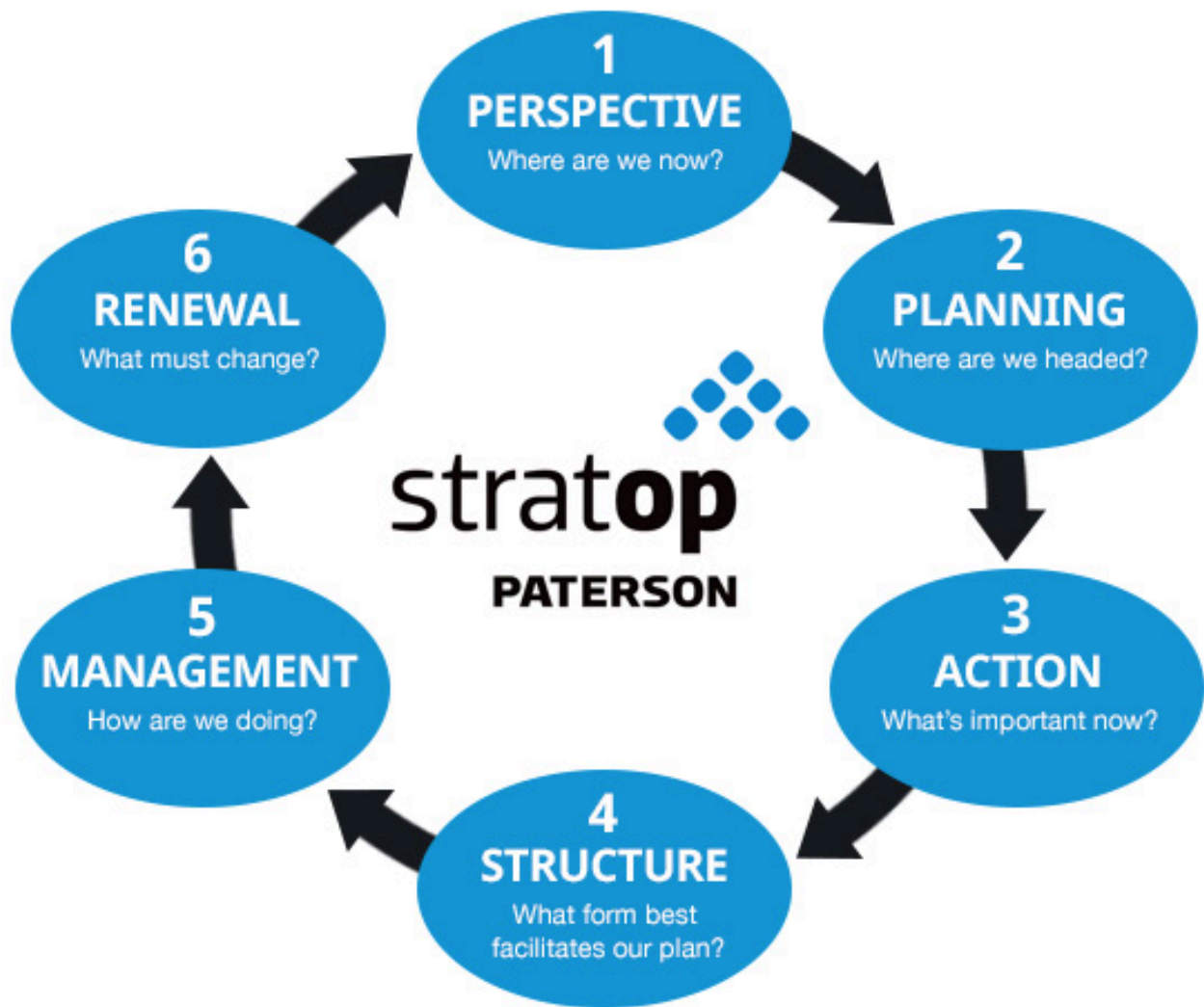
Now to him who is able to do immeasurably more than all we ask or imagine, according to his power that is at work within us, to him be glory in the church and in Christ Jesus throughout all generations, for ever and ever! Amen. (Ephesians 3:20-21)

*University Avenue
Church of Christ
Austin, TX*

November 17-18, 2017



StratOp Process



Understanding Perspective

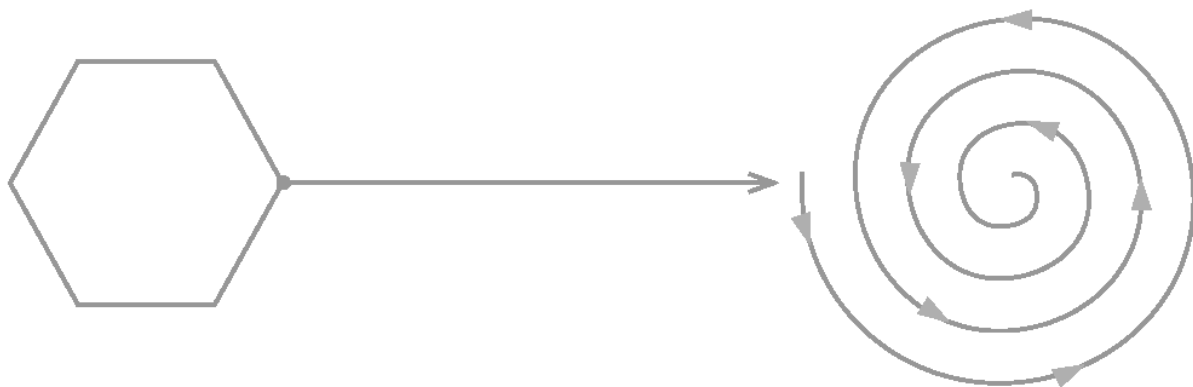
TYPICAL WESTERN APPROACH

The typical western approach is a direct frontal assault, sometimes a snap shot from the hip motivated by a desire for a speedy "solution," tending to produce one dimensional answers to multi-dimensional problems.



THE PATERSON STRATOP PROCESS, AN EASTERN APPROACH

The eastern approach is more circuitous, ever-closing in. Balanced perspective through thorough situation analysis and diagnostics. More thoughtful, system solutions. Multi-dimensional answers to multi-dimensional problems. Less work later through better up-front planning.



Expectations

SPECIFICS
Trust Stan and Gena
See UA more clearly
Know whether to stay or go
See a path (ahead) more clearly
Begin to be confident in what we're capable of
Learn our giftedness
How to get past the past
Hear the spirit clearly for this century

Turning Points

YEAR	SPECIFICS	IMPACT ON US
1987	Court decision changed Bible chair to campus ministry	Evangelism
1997	Lanny Hennigar's death	Leadership
2007-9	Gender inclusive, loss wave	Culture/Health
2008	Dean Smith leaves-divisive spirit, parking lot changes, integrity with finances difficulties	Culture/Health
2008	Family production (band width resources)	Evangelism
2008	Sharps arrive, church asking survival questions, Internal peace but only the core	Leadership
1977	Central City Church-decision not to move	Mission/Vision
1990s	Lanny preaching-predictable, High church, building pride	Culture/Leadership
2002-2013	Alpha Course-helped UA people	Discipleship
2012	Uplift started-Cary and Jinny	Leadership/Culture
1950s-60s	UA leads to new churches. Brentwood, Westover, Hyde Park, Cameron Rd.	Evangelism
2006	Life group training and focus but no implementation	Discipleship
2015	Shepherding Groups	Culture/Health

Turning Point Profile

THEMES	Church and State High church years		Calm		Perfect Storm	Search and Rescue		
Categories								
	1977	1987	1990s	2000-2006	2006-2008	2008	2012	2015
Leadership			Predictable leadership, Control, stasis		Leadership turmoil, Dean Smith leaves	Sharps arrival	McCalls arrive	Shepherding teams created
Mission/Vision	Not to move		Maintenance			Church asks survival questions		
Values/Culture	Valued location	Court decision			Identity shift Women's role	Women's role implementation		Triage
Discipleship				Strength in small groups	Internally broken		Uplift campus worship	
Evangelism		Changed focus with UT Bible chair		Alpha course			Refocus on UT students	

Turning Point Learnings

#	SPECIFICS
1.	We reflect the happenings of our fellowship. Are we following trends?
2.	We need to adjust to our reality.
3.	Question of context and location. What do we need to be now?
4.	Still hope!
5.	Campus ministry has been more aspirational.
6.	Having money is different from ministry.
7.	We've been on a long slow decline.
8.	Culture asks different questions now.
9.	
10.	
11.	

What is Our Church?

QUESTIONS	LEARNINGS
What is it that we do?	
How do our members see us?	
What role do we play in changing lives?	
What is producing our greatest results?	
Where are we most competent?	
Where will we serve geographically?	
How do we bring in new members?	
If we disappeared today, what would our neighbors say about us?	

Four Helpful Lists

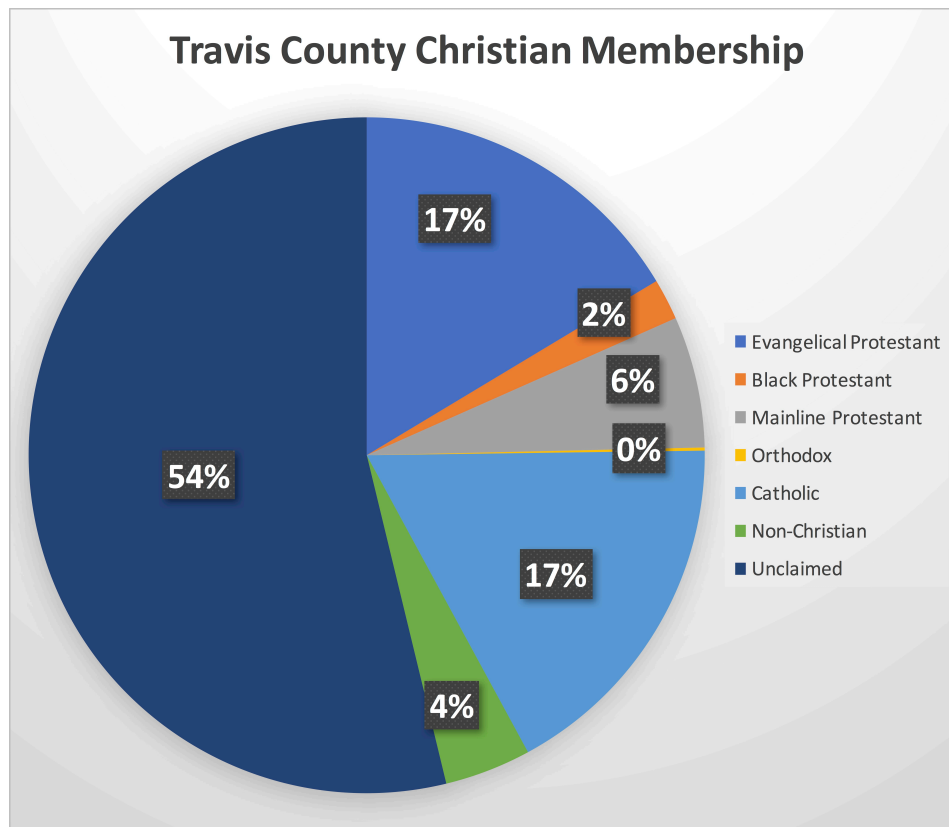
WHAT IS RIGHT? (Optimize)	WHAT IS WRONG? (Change)	WHAT IS CONFUSED? (Clarify)	WHAT IS MISSING? (Add)	CORE ISSUES
<ul style="list-style-type: none"> • Personnel: Eddie, Ben, Laura Kate, Cary, Gary • Eldership are the right people • Location, facilities, and resources • Inviting spirit • Strategic conversations • Elders are trained, experienced, and skilled in discernment • New families have come • Spiritual formation available • Love and respect • Ministry to the poor • Non-judgmental, accepting 	<ul style="list-style-type: none"> • Declining numbers • Don't fit our context (location is problematic for families) • Demographic donut (missing families of teens) • Antiquated worship and hymnody • Systemic low expectation • Members do not invite others • Youth not engaged • Consistent, directed communication • Small crowd, big space, spread out • Stubborn preferences 	<ul style="list-style-type: none"> • What it means to be a member • Connection between UA and LFC • Discipline (was this discipleship?) scenario • How to serve the poor • Clear path to membership • Term of commitment when volunteering 	<ul style="list-style-type: none"> • Children's involvement • Leaders Training for Christ • Inviting to...needs spaces, groups • Young families • Easy connections to small group community • Family retreats and youth places • Evangelism • Ministry engagement 	<ul style="list-style-type: none"> • <i>Central leadership core is relationally strong and, experienced</i> • <i>Facilities well maintained, location excellent for campus ministry but expensive and distant for younger families</i> • <i>No clear connecting processes for evangelistic and new member growth</i> • <i>Worship experience is traditional, does not serve as a significant drawing point for new members</i> • <i>Long-term decline in membership has brought the church to a critical decision point with no more time to experiment</i>

Patterns & Trends

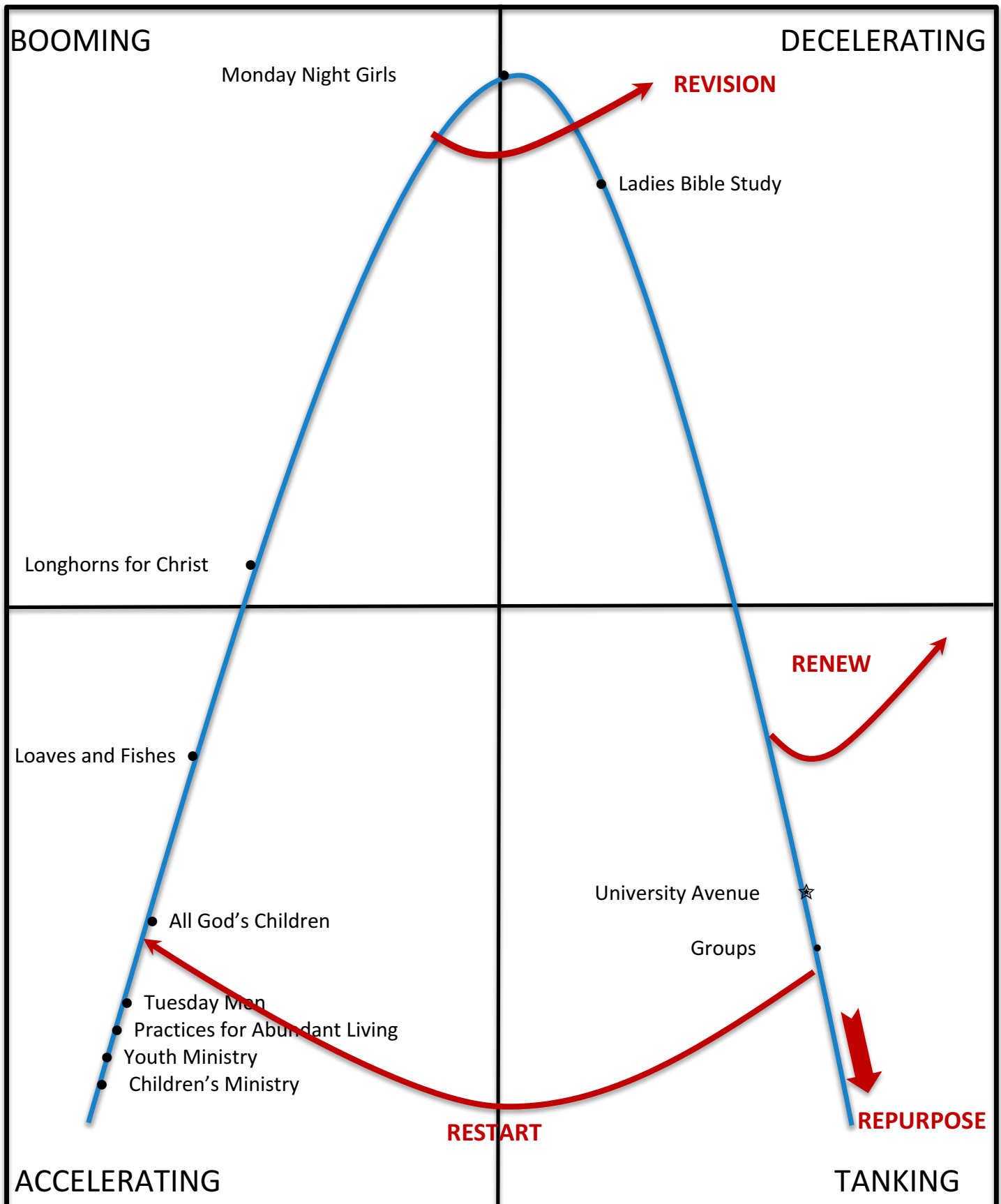
PATTERNS / TRENDS	WHERE IT'S HEADED?	IMPLICATIONS FOR US?
<ul style="list-style-type: none">• <i>Declining membership</i>• <i>Longhorns for Christ has rebooted, provides a vital ministry for UT students</i>• <i>The central city is gentrifying, has become a millennial destination city</i>• <i>Churches of Christ</i>	<ul style="list-style-type: none">• <i>If current decline continues the church will no longer be able to sustain itself</i>	<ul style="list-style-type: none">• <i>Stop the decline</i>• <i>Find ways to connect with the next generation of millennials for a new wave of growth</i>

TheARDA.com Report

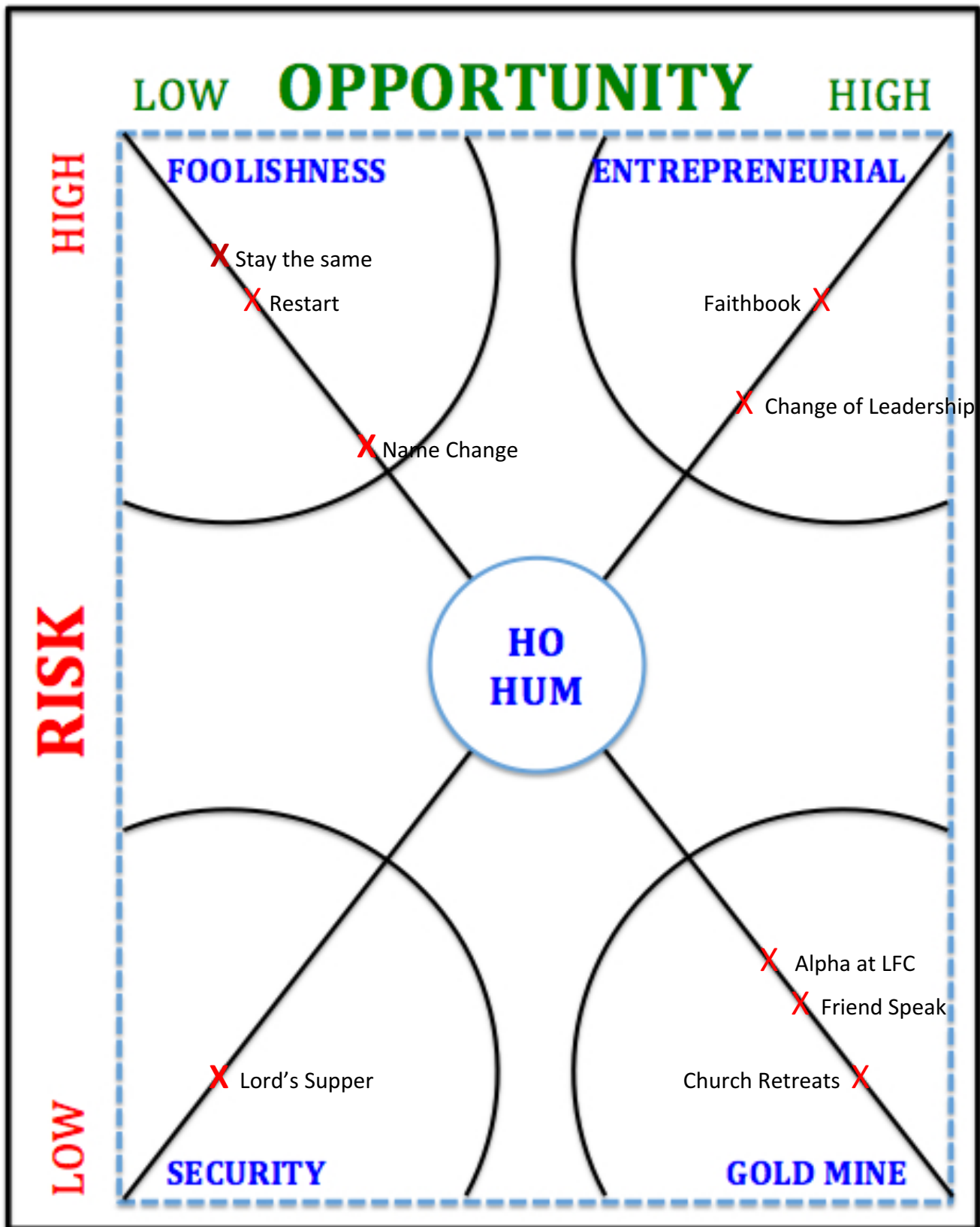
- Population
 - The population of Travis County, Texas was 1,024,266 in 2010; in 2000 it was 812,280. The total population grew by 26.1%.
- Christian Scene
 - 2010: 73 Christian groups with 621 congregations reported 441,515 adherents, 43% of the total county population
 - Between 2000 and 2010:
 - 10 religious bodies added 96 new congregations and 32,878 new adherents. The Southern Baptists added 67 of the total new congregations
 - 10 religious bodies lost 15 congregations and 6,808 adherents. Churches of Christ had the largest loss of -8 congregations.
 - Net gain of 81 new congregations and 26,070 adherents
 - The adherent total grew by 26,070, a change of 10%, less than half the growth rate of the county population
 - Churches of Christ had 29 congregations with 6,525 adherents in 2010, down from 37 congregations and 7,767 adherents in 2000. It is the 12th largest Christian body in terms of adherents.



Life Cycle Analysis



Opportunity – Risk Analysis



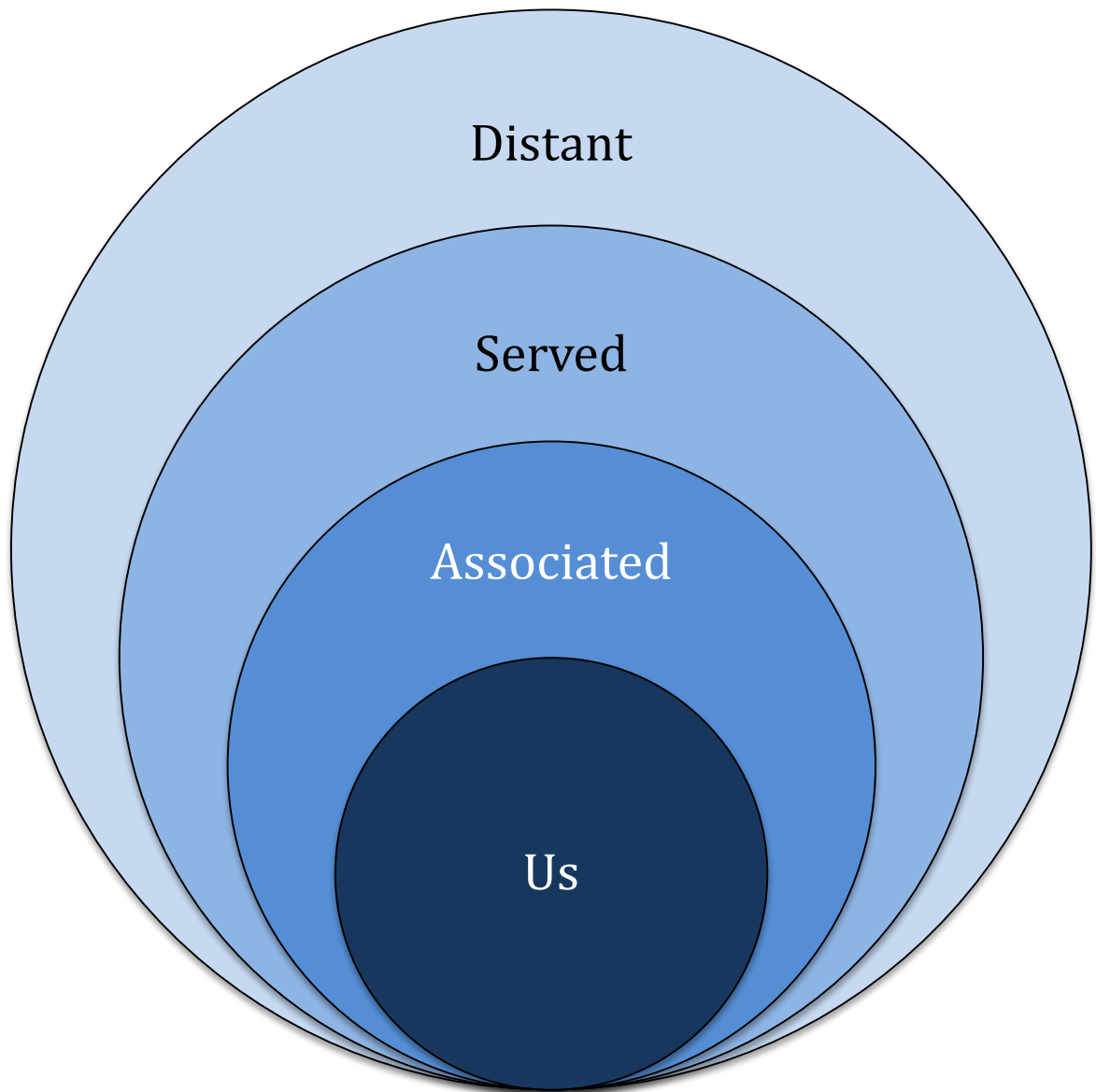
Market Sectors

Us – Our members, how we engage with them

Associated – Those who are directly connected with us, they come into our building. Primary growth potential

Served – Those we serve externally to our building. Secondary growth potential.

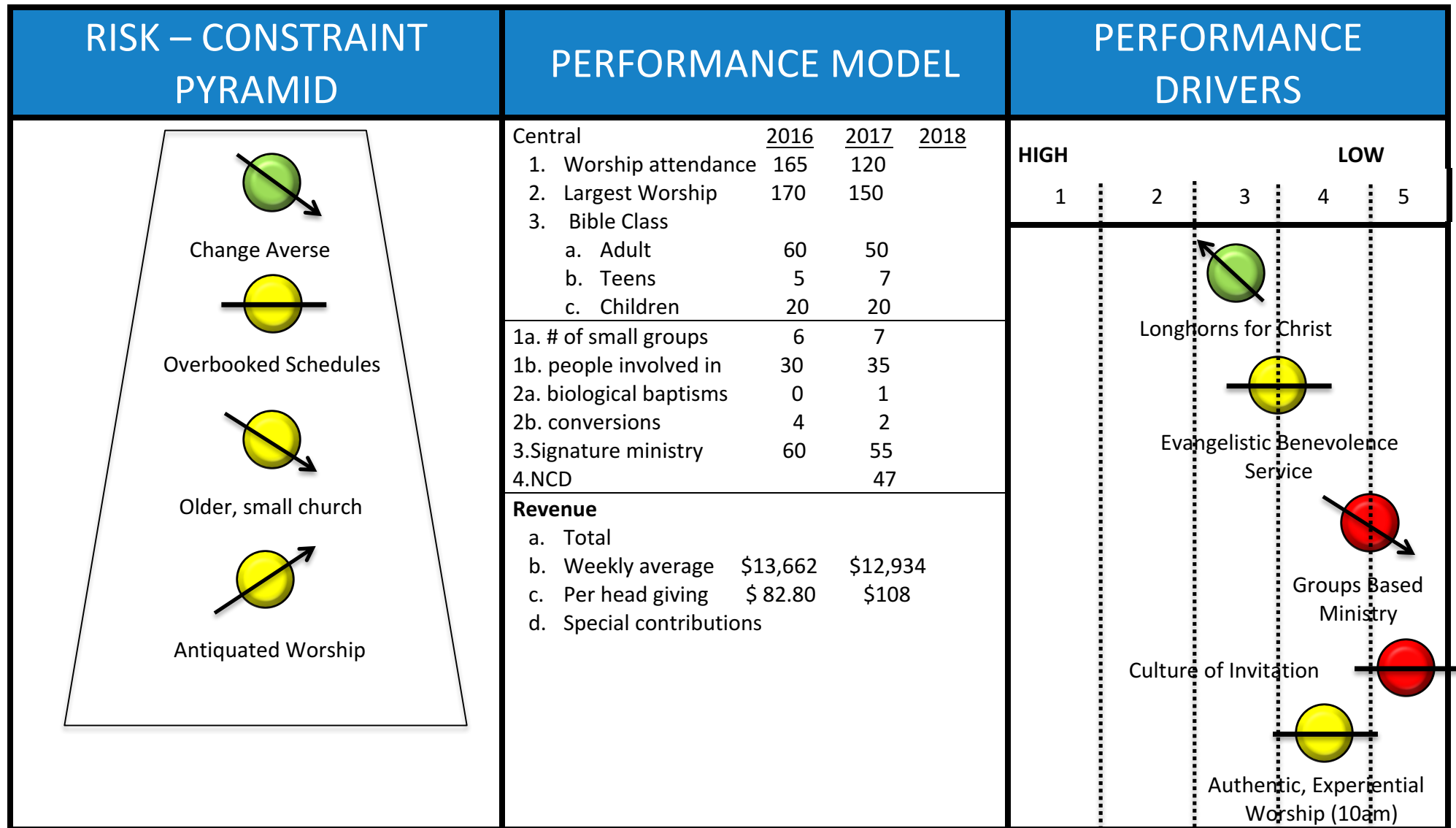
Distant – Those with whom we as yet have no connection. Require new, deliberate forms of engagement



Growth Opportunity Map

MINISTRIES	MINISTRY CHANNELS				
	LONGHORNS	YOUTH MINISTRY	CHILDREN'S MINISTRY	SHARING FAITH (baptisms)	TOTALS
CURRENT	45	8	20	3	76
NEW ADDITIONS	10	8	5	3	26
NEXT YEAR TOTALS	55	16	25	6	102

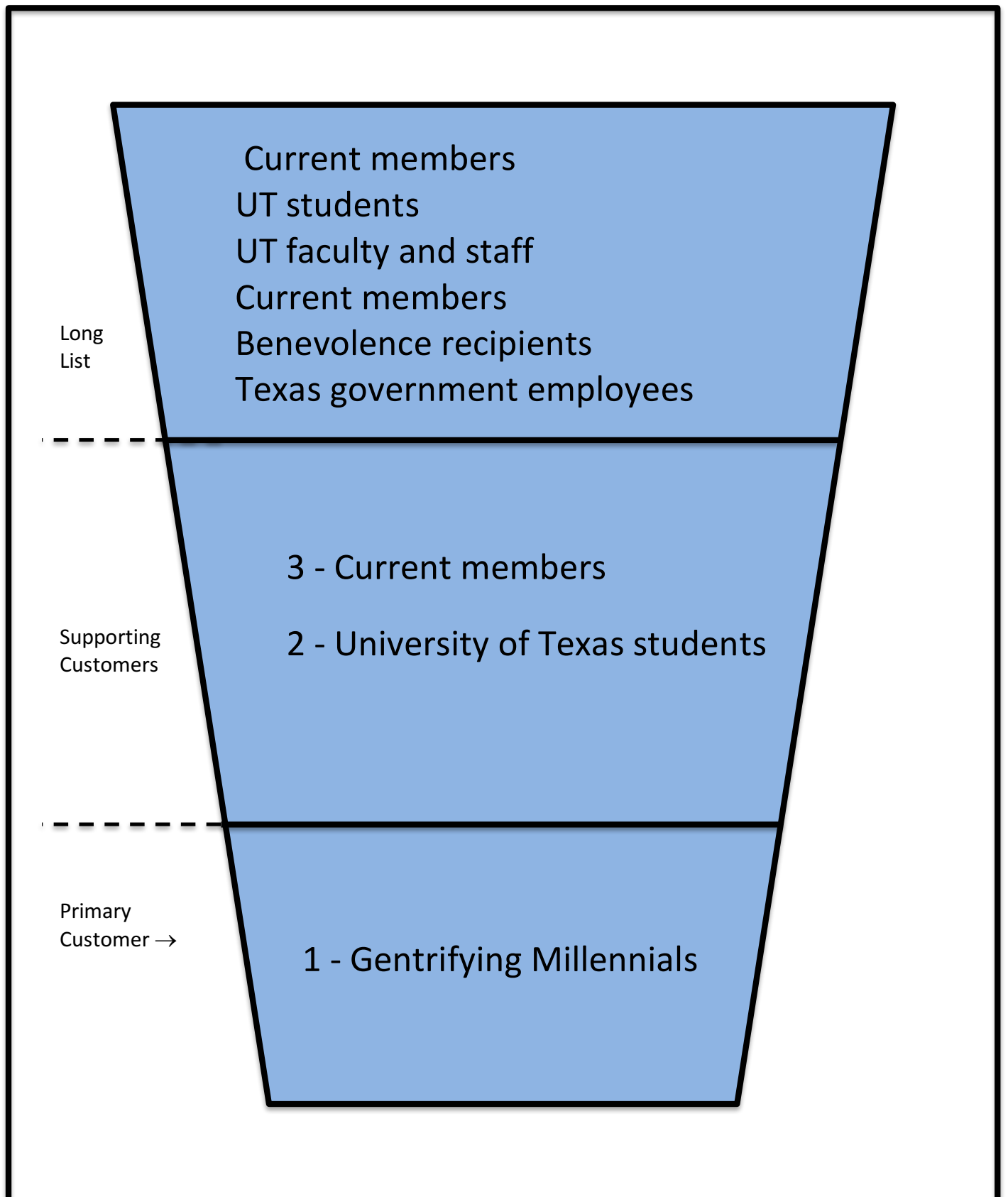
Strategic Control Panel



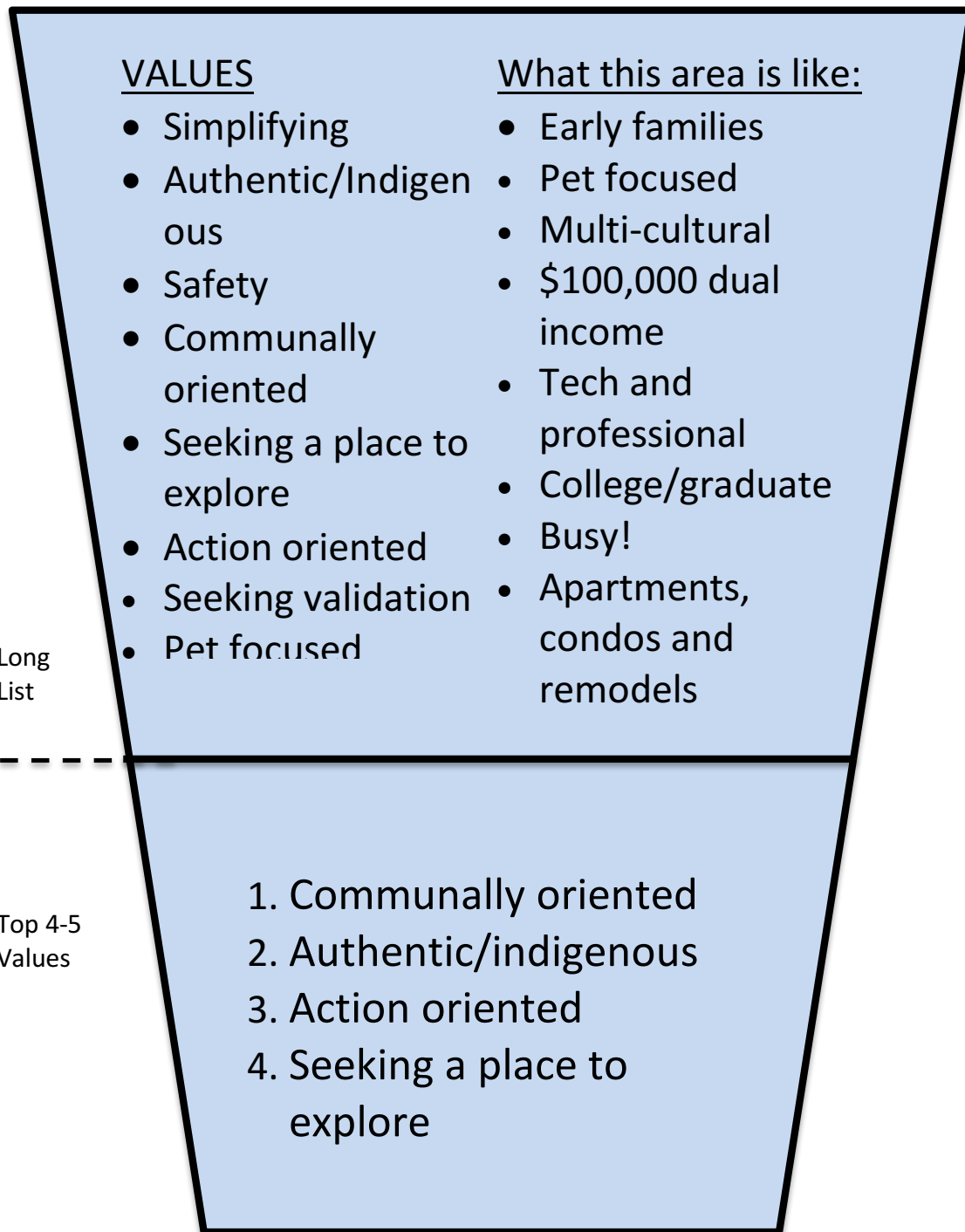
Core Assumptions

Strategic	To be written
Operational	
Financial	

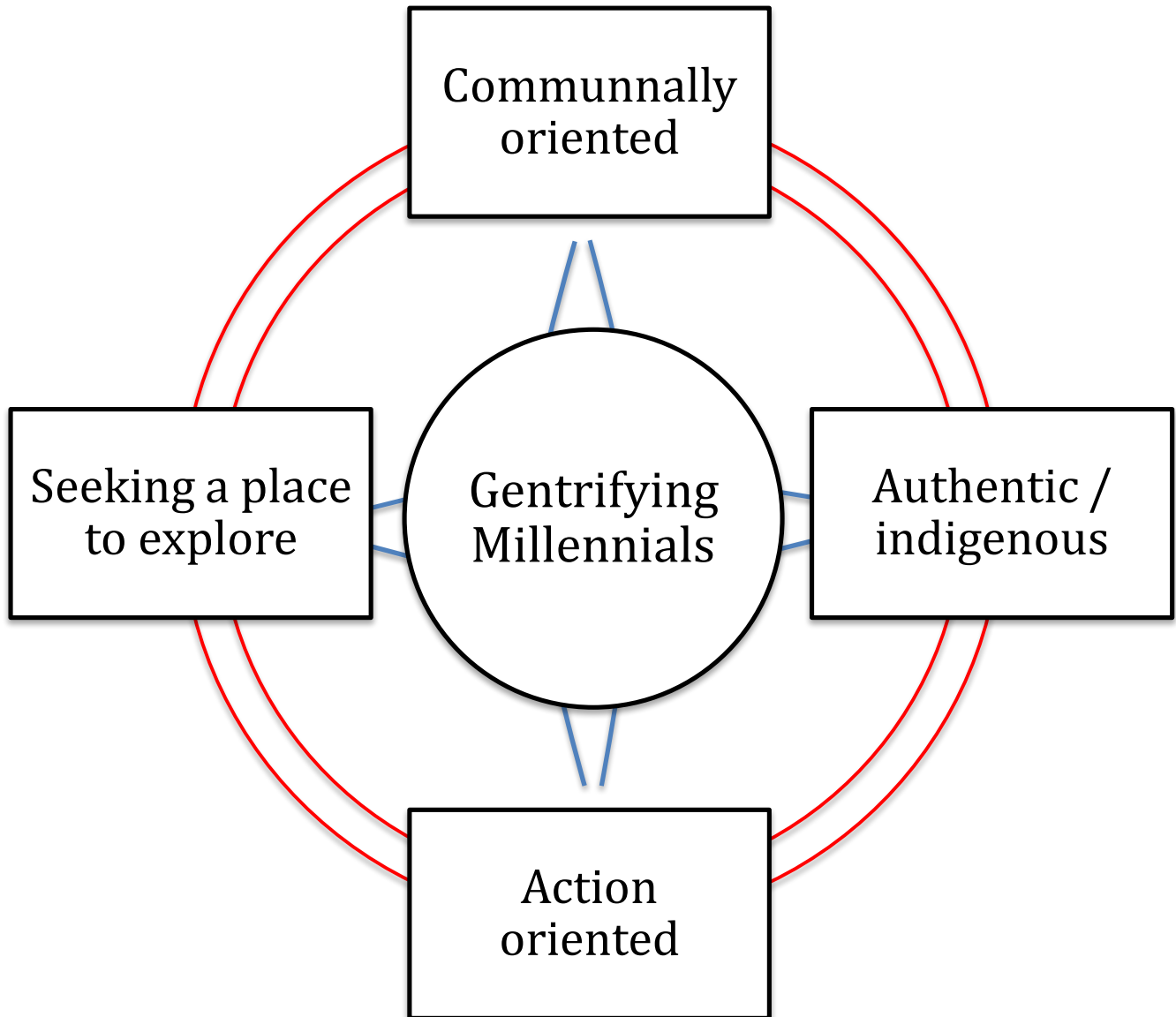
Our Primary Customer



Our Primary Customer's Values



Value Building Cycle



Our Mission

WHY WE EXIST

Love God,
Love Others

Our Vision

WHERE WE STAND	WHERE WE'RE HEADING	HOW WE'LL GET THERE
<ul style="list-style-type: none">	<ul style="list-style-type: none">	<ul style="list-style-type: none">

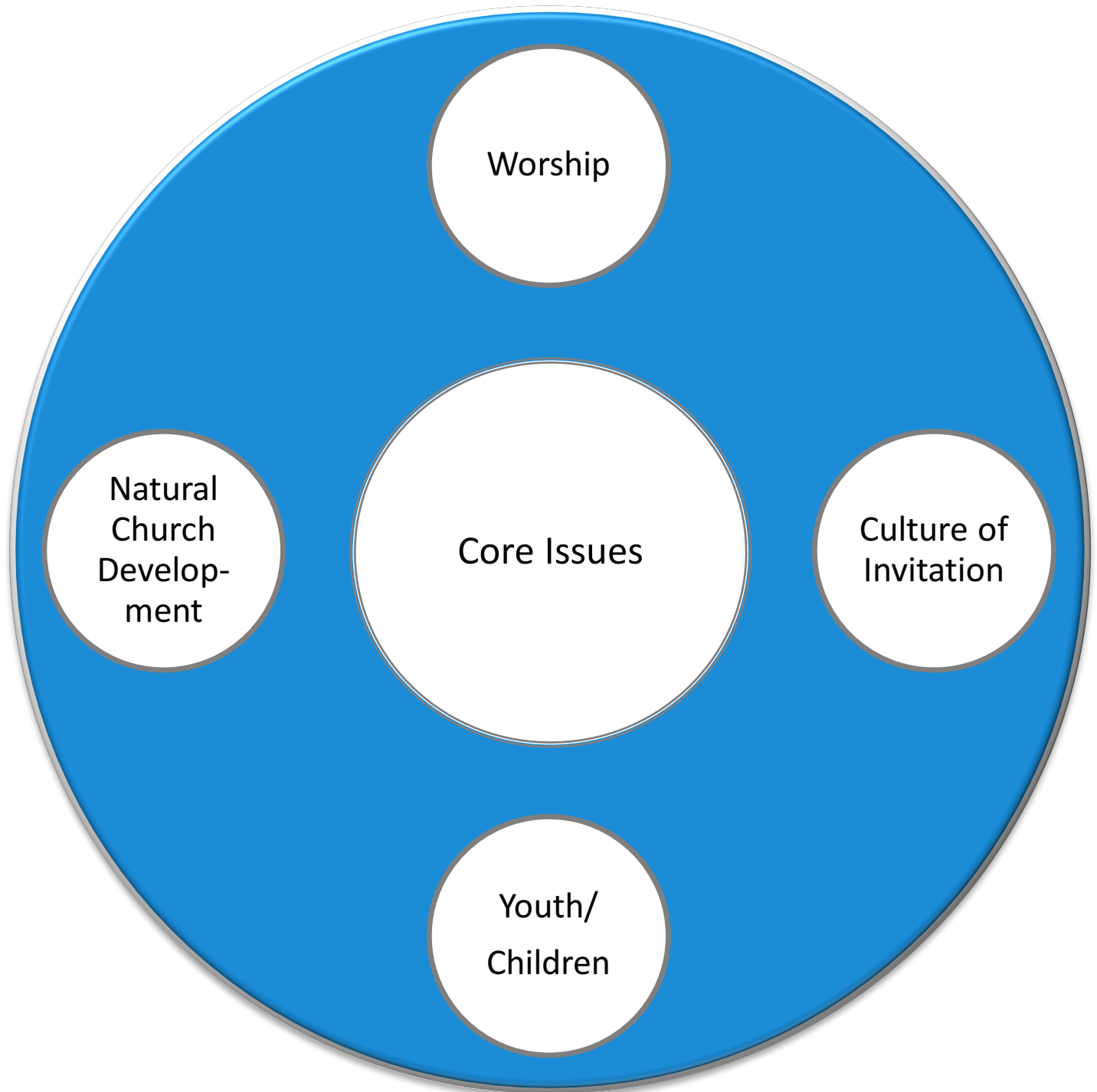
Our “Big Idea” Core Strategies

CORE STRATEGIES	SPECIFICS


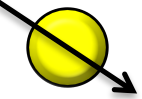
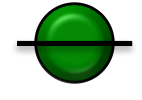
Core Values

#	VALUES	SPECIFICS
	To be determined	

W.I.N. Wheel



Action Initiatives Profile

#	OBJECTIVES	KEY DELIVERABLES	BY:	LEADER	TEAM	TODAY'S STATUS
1a		1.				
1b		1.				
2a		1.				
2c		1.				
3a		1.				
4a		1.				

Situational Analysis

S.W.O.T.				Action Needed
Strengths	Weaknesses	Opportunities	Threats	

Action Initiative Plan

Leader: Team:		Plan Name: Date:		Last Review: This Review:	
				1a	
Objectives:	Action Steps	Today's Status	By?	Cost?	Accountable
Key Deliverables:	1.				
	2.				
	3.				
	4.				
	5.				
Costs:	6.				
	7.				
	8.				