



Innovation Report  
for  
Haygood United Methodist

June 9, 2019



The Weekend Innovation Team would like to begin by expressing our gratitude to the Haygood United Methodist Church staff and NLI leadership team. It has been an honor to share in this time of prayer as we explore how God has blessed your congregation and discerning how God is calling Haygood United Methodist Church to serve in the future.

## Strengths

### 1. Welcoming and Caring

Caring for each other is at the heart of Haygood United Methodist Church. Throughout all of our interviews, Haygood was said to be a caring, welcoming, and non-judgmental congregation. Newcomers found the congregation very friendly. The mystery worshipers found the people “very warm and inviting.” One mystery worshiper declared, “It was great!”

### 2. Pastor and Staff

Several people shared stories of how Pastor Tammy and the staff have had a positive impact on their life. People frequently shared stories of how the connection with the pastor has made an impact on their faith. In addition, there was excitement about the growth in the areas of children’s and youth ministries thanks to the staff.

### 3. Mission and Outreach

The Team observed that Haygood is involved in numerous mission and service projects within the community and beyond. Haygood has a growing partnership with Luxford Elementary School. The Food Pantry serves over 300 people a month. Generosity was frequently identified as a strength of the congregation especially serving children and people experiencing hardship. It was noted a number of times that whenever a plea goes out for supplies or funds for mission projects, the congregation responds in abundance.

### 4. Children and Youth

A common theme throughout the interviews with staff, church leadership, and focus groups is that Haygood has a heart for children, youth, and families. Haygood’s commitment to younger generations is clear in its vibrant children’s and youth ministry. Several leaders also noted the large number of children and youth in the building throughout the week related to the nursery, preschool, children’s ministry, youth group, scouting, and other events. This is a blessing to the church! The opportunity of influence the church has on the next generation in our community is profound.

### 5. Beacon at the Crossroads

Haygood is located at a crossroads with over 70,000 households in a 2.5-mile radius. One report indicates that many in the community are experiencing significant life transitions. Haygood’s location is a strength that provides an opportunity for Haygood to reach more people.



# Gaps

## 1. "R" is Driving the Car

In the life cycle of the church, when Relationship ("R") is driving the car, the focus turns inward emphasizing internal relationships. This causes a lack of clarity around the Vision, including the church's core values (what helps us say yes or no to something), opening up to permission giving expanding the bubble of who is in leadership. The Team heard from Newcomers examples of when new people were willing to lead, they were subtly persuaded not to lead.

## 2. Communication

When the Team interviewed leadership, the concern about communication being handled by multiple people, making it difficult to be consistent in messaging was evident. When the Team met with the Newcomers, one of the challenges named was not knowing what Sunday school and/or small groups were being offered. The Team heard that the church's digital footprint is not up-to-date.

## 3. Missing Generations

The Team notices that there is a growing gap of missing generations, specifically those aged 20-60. The demographic report of a 2.5-mile radius around the church shows that there is a large number of people in their 30's and 40's. The Missing Generations creates a ripple effect, impacting leadership, stewardship, and discipleship.

## 4. Building/Facility

Throughout the weekend, the Team heard about the challenges associated with the building. These challenges included the location of children and preschool, lack of signage inside and out, and the space in the social hall. In addition, it was noted that the current technology needs to be updated.

# Next Level Innovations

*"To become a competent and compelling congregation in the twenty-first century is a very complex, messy, hard, culture-changing and long process. It requires a great deal of prayer, endurance, hard work, dedication, risk and tenacity." (Bob Farr and Kay Kotan, 10 Prescriptions for a Healthy Church)*

## 1. Alignment with Vision

***"Then the Lord answered me and said, 'Write a vision; make it plain on tablets so that a runner may read it.'" - Habakkuk 2:2 NRSV***

Recognizing that "R" is driving the car, Haygood needs to move Vision to the driver's seat. When Vision is driving the car, the vision reflects the core values of the congregation and fuels the congregation into the future. In an effort to move Vision to the driver's seat, Haygood will clarify its vision, identify core values, assess current ministries, and align ministries and staff with the vision. When a church is clearly aligned around a vision, it is much easier for the staff, the leadership, and the congregation to do the work of making disciples for the transformation of the world with clarity and purpose. The gifts of the community are best stewarded when there is clarity of vision, and time and energy are not wasted. There is less burnout of leaders and more joy in ministry.



1. There will be a day-long Leadership Retreat for the Cabinet held in **August 2019** and led by the NLI Coach. In addition, for every current leader, a leader from the Missing Generation (ages 20-60) will be invited to participate. The Pastor will consult with the NLI Coach about who is invited.
  - a. The retreat will focus on clarifying the current vision, “Haygood UMC is a beacon of God’s love serving the world,” answering the question, “*What does this mean for us now?*” This clarification would include a consideration of the church’s core values.
2. The Cabinet will conduct an alignment audit of current ministries, and leadership structure.
  - a. An alignment audit of existing ministries and missions should address the questions, “Does this align with the vision? Is this where God is calling us to prioritize our time and resources? Is Vision in the driver’s seat? This audit should be completed and shared with the NLI Coach a week before the Leadership Retreat in August 2019. The District can provide resources for this audit.
  - b. An alignment audit of the existing leadership structure should address the question, “*Does our organizational structure support the Vision?*”
    - a. As part of this alignment, the Cabinet and the Pastor will develop leadership training, so that the key leadership positions of the church are in alignment with the vision. As part of this, job descriptions and goals will be set for administrative and ministry committees. The NLI Coach or District Coordinator for Revitalization can provide training in goal setting.
    - b. Leaders will take the Strength Finders assessment to identify the strengths they lead from. A database of these strengths will be created. The Lay Leadership committee will use this database when discerning nominations for leadership, and to make recommendations to the Pastor and staff for short-term ministry teams, including those Teams identified in this report. This will be accomplished by **September 2019** for the 2020 nominations.
    - c. The Church Council will create a Leadership Covenant as a means of creating accountability within the leadership. The Covenant should address these questions: *How will we function together as a team? What are the expectations of the team both collectively and individually? What are the expectations of individual team members?*
  - c. As part of the alignment around the vision, the SPRC should review the staff job descriptions. Are the current job descriptions in alignment with the vision? SPRC should explore what it would look like to include the preschool director as “staff,” to ensure accountability and alignment with vision. The SPRC will evaluate the Communication Team’s communication assessment (see Innovations #2) to determine if there are any staffing needs that need to be addressed. The SPRC will present recommendations to Church Council by **October 2019**.
  - d. The Church Council will begin to streamline the decision-making process to assure that decisions are being made timely. In addition, the Council will begin to create short-term ministry teams, equipping and empowering new leaders in leadership teams to accomplish short-term projects, as related to Innovations.
    - a. As part of streamlining, the Church Council will study moving to a simplified, accountable, structure, as allowed in the United Methodist Book of Discipline and outlined in the book *Mission Possible: A Simple Structure for Missional Effectiveness* by Kay Kotan and Blake Brandford.

## 2. Communication

*You were all called to travel on the same road and in the same direction, so stay together, both outwardly and inwardly. —Ephesians 4:4-5 (MSG)*



When the Team interviewed leadership, a frequent concern was communication. Issues identified included communication being handled by multiple people, lack of consistent messaging, lack of information regarding opportunities to serve and engage at Haygood. Newcomers shared with the Team that many of them were not aware of current small groups or Sunday school classes being offered. Regarding internal communications, we heard very clearly that people are concerned and frustrated about a lack of clarity around communications; they see a lack of follow through, a lack of coordination, and a lack of basic use of communication tools. We have deemed this a critical issue and offer the following interventions:

1. To address the communications gap, a Communications Team (CT) will be formed of 4-6 individuals. The Pastor, in consultation with SPRC, should identify one staff person for the CT. Members of the CT should include people who are gifted in areas of marketing, social media, and web design.
2. The CT will set up a day-long workshop with the Virginia Conference Communications Director in **October 2019**. This workshop will assess the church's current communication, identify appropriate mediums to communicate, and develop a clear process (input to output). These assessments will be shared with the SPRC (see Innovation #1). The Conference Communications Director will also assist the CT in developing a Communication Plan. The plan should consider the following, but not limited to:
  1. Church communications across a variety of platforms such as texting, social media, weekly email newsletters, marquee, and website enhancements or updates. Staff should have access to these platforms to be able to update, as needed.
  2. Live streaming, podcasting, and other ways to communicate the worship service more broadly.
  3. Online church calendar and giving.
3. The Trustees will do a hospitality audit of the building, including signage needs, using a checklist provided by the District (see Innovation #5). Their findings should be shared with the CT at least a week prior to the workshop in October 2019. The CT will incorporate the identified signage needs into their Communication Plan.

### 3. Haygood UMC Loves Haygood

*"The Word became flesh and blood and moved into the neighborhood." - John 1:14a MSG*

Haygood UMC has deep connections in the community surrounding the church. The community has been blessed to have Haygood UMC in its midst. As Haygood clarifies and lives into its vision, we encourage Haygood to embrace its community in new ways that will advance the vision. Haygood should take the current mission and outreach to the next level to reach more, new, younger, and diverse people.

1. Haygood UMC is currently home to many children and families who are not connected to the life of the church. This includes the preschool and other ministries for children. Haygood will create intentional connections with these families.
  - a. To begin a Children's Ministry Team (CMT) of 4-6 people will be created to add ministry support to the Coordinator of Children's and Family Life Ministry. The District Coordinator for Revitalization can provide coaching for this team when formed.
  - b. The CMT will develop an intentional plan to invest in and nurture relationships with families of the preschool, etc. This intentional plan may include some current practices such as volunteers greeting preschool families at drop-off/pick-up, but should also explore other possibilities. This plan should be ready by the **start of school for 2019-2020**.



- c. The CMT will facilitate, as directed by the Coordinator of Children's and Family Life Ministry, a follow-up system for families who participate in children and family events. This system should be developed by **November 2019** (prior to Advent-Christmas) and should include, but not limited to:
    1. A sign in process for events, asking for mailing and email addresses, to be incorporated with the communication plan (see Innovation #2).
    2. A note or email sent a day or two after the event from a member of the CMT expressing appreciation that the family attended, inviting the family to the next children's/family event as well as to worship.
  - d. The CMT will work with the Communications Team and the Preschool Director to assure quality communication efforts are being made to preschool families.
2. Haygood UMC should explore a new paradigm, building on its strengths of Welcoming and Caring and Mission and Outreach to effectively reach more people with God's love. How can the church adapt her methods so that the message will be best received and the mission will be best accomplished? A brief answer: Instead of people **coming to** where the church is, the new paradigm sees the church **going to** where the people are.
    - a. A Crossroads Team will be formed and should include youth and young adults. The Crossroads Team will meet with the NLI Coach via Zoom in **January 2020** to discuss a process of assessing the needs of the community. A time-line for completion will be established by the team and the Coach. This conversation should also explore making the statement "Haygood UMC loves Haygood" into a catchphrase that will become a brand for the church, and hopefully, a reputation for the church in the community.
    - b. The District will resource a congregational workshop called "Connect: Relationships Matter" to equip the congregation in relationship-building with new people. This workshop will explore information provided in the Mosaic Group Segment reports (included in the NLI Saturday Retreat workbook). This can be held in **January or February 2020**.
    - c. Once the community needs are assessed, the NLI Coach will lead a day-long workshop with the Crossroads Team to consider what intentional ministry could be developed outside the walls of the church that is grounded in forming relationships. This workshop will be scheduled based on the time-line established in 2.a.
    - d. The Crossroads Team will work with the Coordinator for Student Life Ministries to identify areas of mission and outreach that the youth and the congregation can be in ministry together in order to build relationships between church members and the youth. This should be completed by **March 2020**.

#### 4. Connecting the Missing Generations

*"God's word continued to grow. The number of disciples in Jerusalem increased significantly. Even a large group of priests embraced the faith." -Acts 6:7, CEB*

Our interviews revealed that Haygood is missing generations, specifically 20-60-year-olds, which has caused a ripple effect impacting discipleship, leadership, and stewardship.

1. The caring nature and strong relationships within the congregation can make it difficult for newcomers to enter into Sunday school classes, small groups, and opportunities to serve. The ability to quickly connect with people and service is a key piece of both growing as a disciple of Jesus and making new disciples. Over the next year Haygood will implement a First Connections ministry by:





- a. Creating a Connections Team by **September 2019**. The Connections Team should include people who have a heart for hospitality and enjoy meeting new people along with people who enjoy reaching out through phone calls and writing notes.
  - b. The Connections Team will audit Haygood's current process for identifying and following up with visitors to worship, outreach events, and people who are part of the Haygood UMC community through the preschool, scouting, and others who use Haygood's building. Part of the audit will include assessment of current tools used to identify, track, and follow up with visitors and recommend the best tools to use moving forward. The Connections Team should share their findings with the Children's Ministry Team to assist that Team in its follow-up with families (See Innovation #3).
  - c. Within six months of a first visit every visitor should be invited to participate in three Connecting with Haygood events that connect them to the pastor, the people of Haygood, and service opportunities.
  - d. The Connections Team will track visitor participation in worship and Connection with Haygood events and regularly check in with newcomers using phone calls, written notes, email, and social media.
  - e. Haygood will encourage newcomers to participate in small groups through creating new small groups on a quarterly basis. Small groups can focus on a variety of things including common interests, gender, spiritual practices, and Bible study.
  - f. Coaching for the Connections Team can be provided by Rev. Amanda Webber.
2. About 80% of the giving comes from those who are 60-years-old and older. The Real Discipleship Survey indicated that 45% of surveyors are beginning in the life of generosity, indicating that they are giving more regularly. Financial generosity is a key Christian virtue that enables us to trust God with our resources, demonstrate financial wisdom, and participate in the Christ-honoring work of God's Reign in the world. Churches that cultivate and expect generosity in the lives of their members attend to an essential element of the discipleship path. Building on Haygood's strength of generosity we recommend that:
- a. The District Superintendent lead a stewardship workshop with the Finance and Stewardship committees. A team of leaders should consider attending the Shift 2.0 training, "Extravagant Generosity," on December 7, 2019.
  - b. Financial stewardship is not a campaign, but a way of life. In the **fall of 2019**, there will be a 3-4-week sermon series on stewardship as a component in the life of a disciple. There will be a small group experience connected to the sermon series. Suggested resources include *Defying Gravity* by Tom Berlin and *Earn. Save. Give.* by Jim Harnish, both of which are available in the District Resource Center. Haygood should continue to find opportunities throughout the year for sermon series and small groups to reinforce stewardship as a way of life.
  - c. The Cabinet and the Pastor will consider ways to celebrate how the financial generosity at Haygood makes disciples of Jesus Christ and transforms the world. These celebrations should be ongoing.

## 5. Building for the Future

*"If one of you wanted to build a tower, wouldn't you first sit down and calculate the cost, to determine whether you have enough money to complete it?" -Luke 14:28, CEB*

Concerns about the building and facility were common, being named by the youth, the newcomers, young adults, leadership, and congregation members. In addition, there are concerns that the building is not meeting the needs of all of Haygood's ministries as well as concerns that in its current state may be a barrier for new people. To address these gaps, the church will take the following steps:



1. The Trustees will do a hospitality audit of the building using a checklist provided by the District. This audit should be done through the lens of first-time visitors. What first impressions is the building making? This should be completed by **October 2019** (see Innovation #2).
  - a. Once the audit has been completed, the Trustees will host a church-wide clean-up day(s) to declutter and deep clean. This should be completed by **November 2019**.
  - b. The Trustees will identify areas of the building that could be freshened up and given a face-lift. Attention should be given to updating the decor, as the Team was told, “to bring them out of the 1960’s and into 2019.” This should be completed by **December 2019**.
2. The Trustees will form a Facility Alignment Team that will develop a vision-based Master Facility Plan that will include, but not be limited to: technology infrastructure, improved accessibility, a consideration of common entrances, outdoor signage, landscaping and curb appeal, a review of classroom locations, flooring needs, and the Social Hall. This work should **begin in January 2020**.
  - a. The Master Facility Plan should be developed to support the Alignment with Vision (see Innovation #1) so that the facility supports the vision of ministry.
  - b. The Facility Alignment Team should consult with experts on both feasibility and cost estimates for elements in the Master Facility Plan.
  - c. A report on the Master Facility Plan should be given in writing to the Cabinet and Pastor monthly for accountability and feedback.
  - d. The NLI Coach and District resources are available to assist in this process.

## Next Steps

Haygood United Methodist Church will hold two Town Hall meetings within the next 30 days to discuss this report and recommended innovations. The dates for these town halls are as follows:

- Tuesday, June 18 at 6:30 pm
- Sunday, June 30 at 12 noon

The congregation will vote on this report within 30 days at an official Church Conference led by the district superintendent (or elder designated by the DS) on **Monday, July 8 at 6:30 pm**.

If the report and innovations are approved by a vote of 70% or more of members present and voting, the NLI process will continue as your coach assists your leadership to implement these innovations.

The commitment to these Next Level Innovations should be celebrated during a special worship service. The worship service will be a time of prayer and celebration. Participants will have the opportunity to come forward for a time of blessing and commissioning for this new chapter of ministry in the life of Haygood United Methodist Church.

If the report and innovations are rejected, the NLI process will be deemed complete and your coach’s ministry with your congregation will be concluded. The resources of the NLI process will move on to other NLI churches that are moving forward with their innovations.





## Report Written by:

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*Rev. Wayne Snead, Elizabeth River District Superintendent*

## Proposed Innovation Timeline

<b>Date</b>	<b>Action Step</b>	<b>Innovation</b>
<b>August 2019</b>	Ministry Alignment Audit	#1
<b>August 2019</b>	Leadership Retreat	#1
<b>September 2019</b>	Strength Finders assessment	#1
<b>September 2019</b>	Connections Team created	#4
<b>Fall of 2019</b>	Stewardship Sermon Series-Small Groups	#4
<b>Start of School 2019</b>	Intentional Connection to Preschool	#3
<b>October 2019</b>	Staff Alignment Audit	#1
<b>October 2019</b>	Communication Workshop	#2
<b>October 2019</b>	Hospitality Audit of Building	#5/2
<b>November 2019</b>	Follow-up system for children's ministry	#3
<b>November 2019</b>	Church-wide Clean Up Days	#5
<b>December 2019</b>	Building Freshen Up	#5
<b>January 2020</b>	Crossroads Team Zooms w/ Coach	#3
<b>January - February 2020</b>	Connect Workshop	#3
<b>January 2020</b>	Facility Alignment Team begins work	#5
<b>March 2020</b>	Youth-Congregation Outreach	#3

