

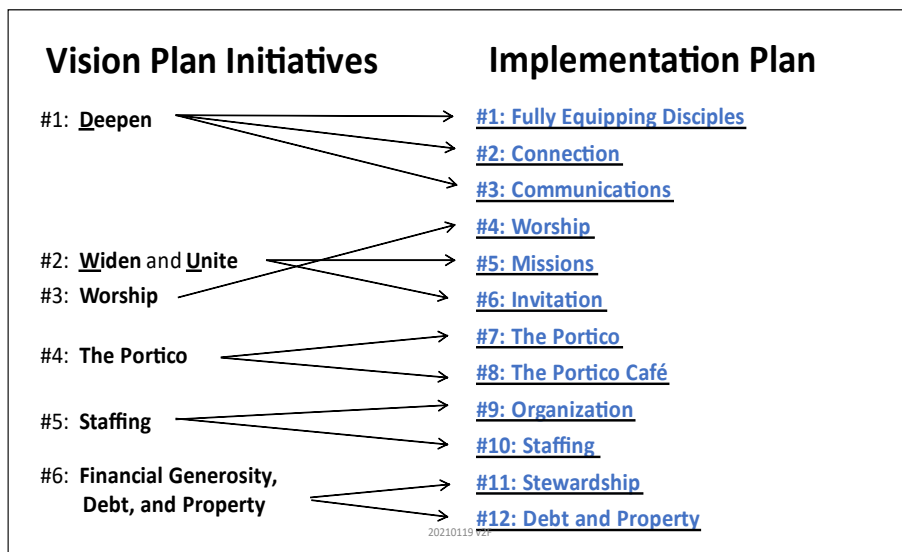
# HYDE PARK UNITED METHODIST CHURCH VISION IMPLEMENTATION

## Executive Summary

Our deep thanks go to the many laity who worked countless hours on the Vision Team, and the subsequent initiative teams. For a listing of who served on each team, please see the full report.

## Overview

A Church Conference approved the Hyde Park United Methodist Vision Plan, chartered a Vision Implementation Team (“IM Team”), and authorized vision implementation initiative teams as needed in January, 2019. From the Vision Plan’s broad guidance, the IM Team set up 12 initiative teams (see below) consisting of lay and staff members, oversaw the work of each team, and kept the Ministry Leadership Council (MLC) informed of their progress. Updates included the individual team charters and each initiative team’s report as it became available. The IM Team arranged for additional in-church and external support as needed, and adapted to the interrelationships and lessons learned among the initiative teams. In the case of the Worship and Stewardship teams, they required expertise and insight that was not available from Hyde Park sources. In other cases, we combined the efforts of individual initiative teams. Several teams had concluded work in 2019, and their reports went through the MLC to the Hyde Park church staff for action. In other cases, we were able to implement individual recommendations as opportunities arose.



## Results from Each Vision Implementation Initiative Team

### Worship Initiative Team

**Team Charter:** In conjunction with the Vision Team directive, the IM Team asked this group to propose a new worship plan to reduce the number of worship services. The areas of emphasis were to seek to limit the worship styles to two to improve consistency and quality, and to free up resources to better perform the worship services; to innovate all worship services to be more welcoming to all demographics, without exclusion; and to ensure worship services are also attractive to children and youth.

**Team Actions:** The team initially reviewed the demographics and attendance histories of existing services, then examined a wide range of options including different times and spaces, and

consolidations. It became apparent that they were tending to focus on how to adjust the past rather than how to adapt to the future. To provide the information needed to shift the perspective, the IM Team supported engaging a demographics expert, Tom Bandy, to assess Hyde Park's overserved and underserved demographics and to make projections into the future. A team of consultants, Liturgy Folks, was retained to interact with the worship team and IM Team to evaluate best practices in reducing the number of services in order to meet the goals as set for the by the Vision Team.

**Church Actions:**

- Worship shifted more emphasis to technology and online presence. Beginning in 2019, in advance of COVID, enabled us to accelerate our actions to accommodate a COVID world, and into what has become an enormously successful online worship offering.
- MLC approved a post-COVID offering of four services:
  - 9:30 a.m. Contemporary to be held in the Harnish Activity Center
  - 11 a.m. Traditional to be held in the Sanctuary
  - 9:30 and 11 a.m. Online Campus
  - Portico-TBD as missional communities are formed

**Organization Initiative Team and Staffing Initiative Team**

**Team Charter:** The IM Team asked Organization to develop a revised Hyde Park organizational structure aligned with Ministry Areas, aligned with the missions of the church, and postured for effective decision-making; and to develop revised positional duties. The areas of emphasis were to focus on structure and decision-making instead of individual personnel, to evaluate roles and responsibilities of the clergy staff to maximize effectiveness, and to provide input to the Staffing Initiative Team. The IM Team asked Staffing to accomplish recommended staff changes that align our resources with our revised focus and the revised organization provided by the Organization Initiative Team.

**Team Actions:** The Organization team first asked for a survey of the Program Staff on how each staff member viewed the key tasks, decisions, and decision issues of her/his position. From that point they began to flesh out missing pieces, remove redundancies, and provisionally organize staffing by logical groupings of tasks. They then used the RACI – Responsibility, Accountability, Consultation, Information – model to clarify lines of responsibility and authority. They referred to the Book of Discipline and Methodist principles and made adjustments as needed. Throughout the process, the team applied these abiding principles: missionally aligned, efficient and nimble, empowering, distinctly Methodist, and lay engaging. The Staff-Parish Relations Committee (SPRC) worked closely with the Organization Initiative Team to align the staff personnel to best accomplish the mission of the church and to evaluate how the actual day-to-day activities of the clergy staff compare to their expected roles and responsibilities.

**Church Actions:**

- MLC approved a revised Hyde Park organizational structure aligned along ministry area lines
- SPRC received a list of tasks, lines of responsibility, lines of authority, and lines of consultation
- MLC Executive Team approved establishing a Program Executive Group (PEG) as the primary corporate decision-making body for Hyde Park's day-to-day operational program decisions

- MLC Executive Team approved establishing a lay-led, more empowered Small Blessings Advisory Team— responsible to the MLC—to provide policy oversight
- MLC Executive Team approved establishing a lay-led, more empowered Portico Advisory Team— responsible to the MLC—to provide policy oversight
- MLC Executive Team approved restoring a Communications Committee to oversee strategic communications
- SPRC hired of an Executive Director, to ensure programmatic alignment, supervision of staff and overall communications strategy
- SPRC hired a Director of Spiritual Growth, an expansion of the prior Director of Discipleship position which better aligned to our seven spiritual practices and organizational structure.
- SPRC established stronger alignment between the Minister of The Portico and the Minister of Missions and Outreach to establish and advance the missional identity of The Portico campus
- The revised organizational structure reduced the overall number of clergy from six to four, more in line with our current pastoral needs
- SPRC referred to the Hyde Park staff, the development of policies that clarify many day-to-day decisions, and enable more efficient decision-making
- SPRC hired a technology assistant to better handle the increased scope of media production.

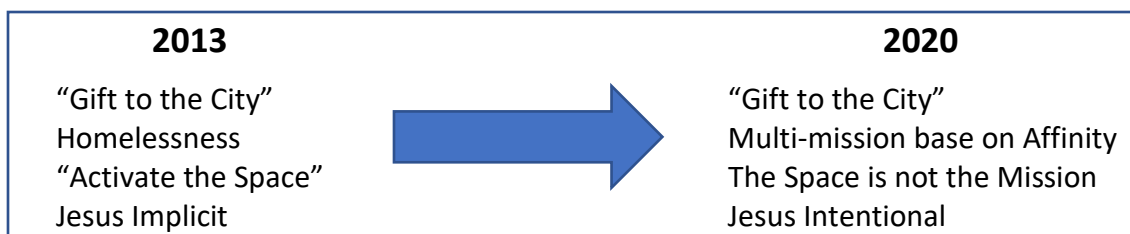
### Portico Initiative Team

**Team Charter:** The IM Team asked this team to clarify the mission focus of The Portico and to clarify the role of the Portico Café in relation to the overall mission of The Portico. Business aspects of The Portico Café were given to a separate initiative team. The team was also to develop a plan to achieve the mission of The Portico, what staffing is required, the cost to implement it, and how success will be measured, to include options at current resourcing level, at 20% above the current level, and at 20% below the current level.

**Team Actions:** The Portico Implementation Team set out to clarify for the entire church the mission of The Portico and to clarify The Portico Café’s connection to the mission of the Portico. The mission of The Portico remains the same as Hyde Park United Methodist, but the methods are different. It serves as an event hub, a ministry meeting place and a front porch to the city through the Café.

### Church Actions:

- The MLC recommended, and a 2020 Church Conference approved a refinement of the charter of The Portico as shown below, to strengthen its connection to Hyde Park.



- The Portico launched several social justice forums and small groups and is bringing people to Christ in unique ways, such as Paddle with Purpose, Meditation in the Park and Cigar Nights.

- (Open issue) Post COVID, The Portico plans to launch and grow a missional community—one that has at its core raising awareness and engaging issues of homelessness, racism, and other areas of social justice, striving for diverse gatherings of very different people serving, growing, and worshiping together.
- (Open issue) Worship will eventually resume at The Portico, in a timeline and format to be determined; and will be a natural outgrowth of the kind of missional community that The Portico is uniquely positioned to create.

### **Portico Café Initiative Team**

**Team Charter:** The IM Team asked this team to develop a plan to achieve the current purpose of The Portico Café, to include staffing, costs, and how success will be measured. Measures of effectiveness would be that the Portico Café is self-sustaining and they define “what will success look like?”

**Team Actions:** The team initially focused on gaining agreement on the purpose of The Portico Café, making staffing decisions, determining measures of success and distilling how the Café could become self-sustaining. The team reviewed and identified successes, past and current challenges, and identified two paths forward. While developing these recommendations, the team implemented initiatives and changes that had a positive impact on the bottom line. Plan A was to continue to manage operations of the Café and make it sustainable. Plan B was to partner externally to run operations of the Café. Until proven financially unsustainable, the team’s recommendation was Plan A. Another consideration was to staff the Café with volunteers.

#### **Church Actions:**

- Portico Café drastically reduced its operation in 2020 due to COVID.
- (Open issue) The Café was operating at a cash flow loss at the time of the cutback and COVID hampered work on a revised business model.
- Initiatives to partner with an outside organization (Plan B) did not materialize.
- (Open issue) MLC Executive Team approved establishing a lay-led, more empowered Portico Advisory Team—responsible to the MLC—to provide policy oversight.

### **Invitation Initiative Team**

**Team Charter:** The team was tasked to develop a proposed church-wide framework that improves congregation-wide efforts to create a culture of welcoming; to identify best practices, develop tools, and create events to make it easy to invite others to experience our church; and to strengthen engagement across all ages and life stages.

**Team Actions:** In keeping with the major themes of the Vision Plan, the team focused on three key areas: deepening our faith; widening our outreach; and uniting our community and world. The result of the team’s work centered on a two-step approach to dramatically expand how we think about, and deliver, world-class Invitation experiences. First, we want to think far beyond invitation and welcoming as something that happens once people set foot on one of our physical properties. Instead, we want to leverage the power of digital storytelling, social media, and other contemporary channels. Second, we want to engineer a second-to-none onsite experience for anyone who presents at one of our campuses or programs. The church actions below are not finite, but must be ongoing actions into the future as we move into a post-COVID future.

#### **Church Actions:**

- Adopted a digital/content strategy to produce a world-class online experience and outsourced the task under Executive Director oversight
  - Video as a top priority, with stories / blog posts / blogging team / podcasting
- (Ongoing issue) Employ internal and external influencers (pastors, local celebrities, etc.) and form a team of dedicated and focused (and trained) “Digital Faith Champions” to help us tell our story and reach a massive audience
- Adopted consistent protocols for posting, hashtag use, and identification of major social channels we’ll use (links to Communications) and outsourced through Brand Minded
- (Ongoing issue) Engineer the traffic flow, signage, strategic positioning of greeters / support, established campus look and feel

### **Connection Initiative Team:**

**Team Charter:** The IM Team asked this team to come up with a definition of “connectedness” and a proposed way to measure “connectedness” for use beginning in 2020, along with a proposed framework that elevates priority for congregation-wide programs, service opportunities, and group studies. The areas of emphasis were intergenerational ministry across all programming, and producing more opportunities for connection to each other and our community.

**Team Actions:** The team met a number of times to address their tasks and generate ideas. The IM Team found their work overlapped with the scope of the Invitation, Communications and Discipleship initiative teams, so these recommendations were incorporated in those areas. We saw one of these ideas come very much to life in the form of the Bible Project 2020.

### **Communication Initiative Team:**

**Team Charter:** The IM Team asked this team to propose a communications plan that highlights what we are doing, internally and externally, to motivate people in the congregation and community to get involved.

**Team Actions:** The team went through a great deal of staff and member turnover in 2019 and did not fully recover in 2020, then COVID caused Hyde Park to shift nearly all its communications to digital pathways. The charter was not able to be completed. Consequently, many of the actions below are open issues that should be referred to the Communications Committee.

### **Church Actions:**

- Executive Team approved a Communications Committee to oversee strategic communications
- Finance Committee funded a website revamp
- (Open issue) IM Team referred the following proposed strategies to the Communications Committee
  - Strategy #1 – Create Clarity: 1) communicate fewer messages, emphasized more frequently to key demographics; 2) Regularly mention core values, key messages (need to determine), and key Methodist values
  - Strategy #2 – Build participation through invitation: 1) take a monthly or semi-monthly focus – build to “events,” build participation, tie in all communications; 2) make intentional shareable content and messages from all ministry areas

- Strategy #3 – Make it easy to go deeper in spiritual practices: 1) sign people up to serve, prayer, readings, etc.; 2) use a *subscription model* for giving, groups info, serving opportunities, etc.; 3) create and communicate intentional ways to always take the *next step* in all areas

### **Discipleship Initiative Team**

**Team Charter:** The IM Team asked this team to deliver a proposed framework for Bible study as a foundation for biblical literacy and to identify core courses (existing or need-to-be-found/developed) and experiences to build “fully-equipped” disciples. Areas of emphasis for the team were to make the Discipleship Pathway part of our spiritual DNA, to include engagement with currently under-engaged ages and life stages such as youth through millennials, and to provide synergistic ideas to connect the various ministry areas

**Team Actions:** This team did a great job reviewing best practices of other churches as well as the work of the vision surveys. They determined the core of our Discipleship is the focus on spiritual practices and that it resonated with the desire from the vision surveys for people to deepen their faith through these practices as laid out in the Discipleship Pathway. They also identified the need to re-imagine our Discover Hyde Park for newcomers. The team identified a coach/church consultant, Tom Bandy, who can help us learn more about our community and also guide a few of our initiative teams as they look to implement their work. While some coaching maybe one to one with a staff person, in this case most of the coaching will be with the Discipleship/Equipping team as they lean in the area of a spiritual growth model of discipleship. Tom is a practitioner with [missioninsites.org](http://missioninsites.org) and helps congregations better understand the lifestyles of the communities around them as they seek to identify ways to build bridges and make spiritual connections with others.

#### **Church Actions:**

- Bible Project 2020 addressed the desire for diving deeper into the Bible
- (Open issue) IM Team refers back to the Director of Spiritual Growth: 1) the work on follow-up classes, along with classes to strengthen spiritual practices; 2) the identification of clearer on-ramps for spiritual seekers; 3) creating a framework for classes to enhance spiritual practices, and 4) the need to re-imagine our Discover Hyde Park for newcomers.

### **Stewardship Initiative Team**

**Team Charter:** The IM Team asked this team to propose a plan to expand the number of giving units. To achieve this they asked the Stewardship team to identify the spiritual, economic, and sociological barriers that are preventing stewardship growth among currently under-giving demographic segments; to explore best practices from other congregations (as well as non-church fundraising models) to develop effective stewardship strategies for this church; and to analyze current giving levels among the various congregational age brackets and develop a plan to increasing giving levels to better reflect age demographics. One area of emphasis was to strengthen stewardship as a spiritual discipline related to congregational culture, personal discipleship, and spiritual growth.

**Team Actions:** The team conducted a stewardship survey of our members and more than 300 responded. Several survey observations: only 13% of respondents were under 40; people give when they feel connected; we need to better and more frequently communicate where the money goes, what the money does, and how to give to Hyde Park without supporting non-inclusive policies of the United Methodist Church; and that both serving and giving are equally important. The work of the

team was soon limited by the expertise of internal Hyde Park resources, so they looked to see if the Florida United Methodist Foundation (UMF) offered help to churches in designing more effective annual giving campaigns. The answer was no, but the UMF recommended Horizons Stewardship as a preferred consultant. After receiving positive feedback from references (pastors and business administrators) from other churches, Horizons Stewardship was hired to help us with our language, understanding social trends, and talking to young families, and also best practices in a variety of church settings.

#### **Church Actions:**

- We adopted a year-round approach to stewardship rather than an “end of year fund drive” and included generosity into a more integrated, church wide emphasis on the individual spiritual practices of giving, reading Scripture, inviting others, and prayer (“GRIP”). The elected leadership team of Generosity Committee now stewards this work.
- We transitioned to an Estimate of Giving card instead of a pledge card and intentionally asked people to take time and pray about their giving for the upcoming year
- Our revised stewardship (renamed Generosity) approach highlighted personal stories of transformation, tithing and giving

#### **Missions Initiative Team**

**Team Charter:** The IM Team asked this team to review all mission offerings and propose fewer but more fully resourced mission efforts; to propose a rough recommendation of proportion of effort among mission areas and among on-site/local/state/international efforts; to propose ideas on how to better engage the entire congregation; and to comment on expanding the Dunbar Elementary School initiative and identify how to make this a “congregation-wide” service activity.

**Team Actions:** The team reviewed the deliverables and made the recommendations below. IM Team forwarded the recommendations to the Minister for Missions and Outreach for action, with the knowledge of the MLC.

#### **Church Actions:**

- Updated mission/outreach funding criteria to more closely reflect Vision priorities
- Consolidated the number of supported missions from 51 to 29
  - Resulting proportion of efforts among mission areas per the reevaluated mission list: 41% target local neighbors, 24% target national/state and 35% target international.
- (Open issue) Create a Missions Engagement Team to work with the Hyde Park Communications team to create and manage ongoing, planned awareness campaigns.
- Sustained and expanded the Dunbar Elementary School initiative, providing opportunities to engage entire congregation and deeper individual involvement

#### **Debt and Property**

**Team Charter:** The IM Team asked this team to determine whether and/or how to reduce or eliminate the \$31,000 per month debt payments, possible uses for (or sale of) the DeLeon property, uses for (or sale of) Branscomb Hall, and possible alternative uses for (or sale of) any property on either campus

**Team Actions:** The initiative team examined all Vision Team issues related to property and debt, interacted with the Board of Trustees and other initiative teams, and are confident that the church is in a very good financial place for any future vision needs. They did not sense a need or desire for reduction of the current debt structure, but did recommend completing acquisition of the DeLeon property, completing the Harnish Activities Center (HAC) upgrades, a relative priority of church properties, abandonment and eventual demolition of Branscomb Hall, and a healthy Capital Reserve Fund.

**Church Actions:**

- A 2020 Church Conference approved purchasing the medical office for \$1.04 million, securing the last parcel of contiguous property for future generations. Money from the sale of the Cedar property and private donations contributed to the purchase with the remainder being rolled into the DeLeon debt without increasing the payment.
  - The Cedar (407 Azele) property was sold for \$235,000 (purchase price was \$16,700).
- The monthly debt payment has been reduced from \$31,000 per month to \$30,973.
- Capital Reserve account was \$273,000 at the end of 2020. Finance Committee directed another approximately \$200,000 be added to this account from 2020 excess funds.
- Recommendation to not renovate Branscomb Hall due to its condition and multiple code and safety issues was forwarded to the Board of Trustees for consideration.
- Thanks to a private donation in 2017, the HAC underwent considerable improvements to include walls, flooring, and workspace improvement.
- In response MLC direction related to the worship initiative, the Finance Committee set aside funds for HAC audio-visual and related upgrades to complete its transition to a state-of-the-art venue for contemporary services, pending approval of the Board of Trustees.

### **Work that Remains and Other Open Issues**

Much of the Vision Implementation Team's work is underway, but a number of issues remain open to further work by the Program Staff or Committees. In other cases, we need to follow up to see the impact of actions we have taken. We list them by Committee and/or Ministry Area.

**MLC Executive Team**

- 1) Oversee development of charters for the following entities: Communications Committee, Portico Advisory Team, Small Blessings Advisory Team, Open Arms Working Group
- 2) Setting a vision for property use as we consider our footprint now and in future ministry

**Board of Trustees**

- 1) Be mindful of the Debt and Property Initiative Team report in future deliberations
- 2) Review near term proposals in relation to HAC and Sanctuary technology upgrades

**Committee on Lay Leadership**

- 1) Fill vacancies on The Portico Advisory Team
- 2) Fill vacancies on the Communications Committee



## **Communications Committee**

- 1) Consider the following in the development of a Hyde Park communications strategy
  - Employ internal and external influencers (pastors, local celebrities, etc.)
  - Form a team of dedicated and focused (and trained) “Digital Faith Champions” to help us tell our story and reach a massive audience
  - Engineer the traffic flow, signage, strategic positioning of greeters / support, established campus look and feel
- 2) IM Team refers the following proposed invitation ideas to the Communications Committee
  - Strategy #1 – Create Clarity: 1) communicate fewer messages, emphasized more frequently to key demographics; 2) Regularly mention core values, key messages (need to determine), and key Methodist values
  - Strategy #2 – Build participation through invitation: 1) take a monthly or semi-monthly focus – build to “events”, build participation, tie in all communications; 2) make intentional shareable content and messages from all ministry areas
  - Strategy #3 – Make it easy to go deeper in spiritual practices: 1) sign people up to serve, prayer, readings, etc.; 2) use a subscription model for giving, groups info, serving opportunities, etc.; 3) create and communicate intentional ways to always take the next step in all areas

## **Finance Committee**

- 1) Follow up on progress of the HAC and Sanctuary upgrade initiatives and fund as required
- 2) Ensure necessary funding for the 2021 website update
- 3) Take part in the Open Arms Working Group in order to determine financial requirements

## **Staff Parish Relations Committee**

- 1) Review, refine, and verify the proposed tasks, lines of responsibility, lines of authority, and lines of consultation proposed by the IM Team

## **Portico Advisory Team**

- 1) Review and recommend to the MLC Executive Team a revised business model for The Portico Café
- 2) Participate on the Open Arms Working Group, as needed
- 3) (Open issue) Post-COVID, The Portico plans to launch and grow a missional community—one that has at its core raising awareness and engaging issues of homelessness, racism, and other areas of social justice, striving for diverse gatherings of very different people serving, growing, and worshipping together.
- 4) (Open issue) Worship will eventually resume at The Portico, in a timeline and format to be determined; and will be a natural outgrowth of the kind of missional community that The Portico is uniquely positioned to create.

## **Program Executive Group (PEG)/Executive Director**

- 1) Regarding the Missions initiative team, review:
  - 2019 missions that rolled up into other areas and which ones were eliminated
  - Impact on 2021 missions funding levels compared to 2019
- 2) Oversee the review/survey of the impacts of the new worship offerings after worship fully resumes and report results to the MLC Executive Team.
- 3) Draft the necessary policies suggested in the IM Team Policies Scheme
- 4) Recommend to the MLC whether/how to transform our online service to an online campus.

#### **Director of Worship**

- 1) Review/survey the impacts of the new worship offerings six months after worship fully resumes and report results through the PEG to the MLC Executive Team.

#### **Minister of Missions and Outreach**

- 1) Create a Missions Engagement Team to work with the Hyde Park Communications team to create and manage ongoing, planned awareness campaigns
- 2) Write a policy for conducting the annual missions and outreach funds allocation

#### **Director of Spiritual Growth**

- 1) Create a framework or curriculum for classes to enhance spiritual practices
- 2) Set follow-up classes to Bible Project 2020, along with classes to strengthen spiritual practices
- 3) Identify clearer on-ramps and progression paths for spiritual growth seekers
- 4) Review and if needed re-engineer our Discover Hyde Park for newcomers