

Table 1: SCNC Overview

County	2004 Population (1000)	Growth Since 2000	
		%	(1000)
Clark, NV	1,651	20.0%	330.2
Imperial	152	7.1%	10.8
San Diego	2,932	5.7%	167.1
Riverside	1,872	21.1%	395.0
Orange	2,988	5.0%	149.4
Los Angeles	9,938	4.4%	437.3
San Bernadino	1,921	12.4%	238.2
Ventura	798	5.9%	47.1
Santa Barbara	1,921	0.6%	11.5
San Luis Obispo	255	3.2%	8.2
Kern	735	11.1%	81.6
Total Population	25,163	8.8%	1,876
	X 1,000		X 1,000
Total Population	25,163,000		1,876,337

UCC Nationally	1,271,785	0.43%	of population
US Population	293,655,407		
SCNC Members	20,132	0.08%	of population
Our Goal:	41,000	0.16%	of population
	by 2027		

Table 2: 10-Yr History of SCNC Church Development

Year	New Church Start	Affiliated	Closed	Withdrew	Merger Losses	Total Congre- gations	Total Members	Average # Mbrs/ Church
1996	1			1		147	22,933	156.0
1997		1			1	143	22,742	159.0
1998			1	3		140	22,077	157.7
1999		2	1	2		138	21,954	159.1
2000		5	2			138	21,679	157.1
2001						136	21,522	158.3
2002		2		1	1	135	21,110	156.4
2003	1	2	2			133	20,981	157.8
2004			1		1	133	20,132	151.4
2005	1	2	1			135	*	

Totals 3 14 8 7 3

2005 Data
* Unavailable

Why Church Development?

Church development in the 21st Century, whether defined as starting new churches or renewing existing churches, takes time, talent, and commitment. So what are the reasons we make the effort here in Southern California Nevada Conference of the United Church of Christ?

- **To proclaim the Good News**

We live in a fast-growing but relatively unchurched part of the United States. Our message of God's inclusive love, lifted up clearly in the UCC's StillSpeaking campaign, is a unique message of hope for many people in our communities. But ad campaigns are expensive, and ultimately ineffective without churches that want to make that message plain and compelling in their own communities. **"You are the light of the world. A city set on a hill cannot be hid. Nor do people light a lamp and put it under a bushel, but on a stand, and it gives light to all in the house. Let your light so shine before people that they may see your good works and give glory to your God in heaven."** (Matt. 5:15)

- **To Strengthen ALL UCC Churches**

There's strength in numbers. Even prophetic voices in this culture are more likely to be heard if they are part of a group of like-minded people. We also live in a mobile world. It is helpful to attracting new people to a church if people have heard of the church before. One way to do that is for there to be a church from the same denomination in the community a visitor's former community.

A key goal of any Church Development Strategy needs to be an increase in our representation in our communities. Currently, UCC membership represents only eight-tenths of 1% of the population of southern California and Nevada, substantially lower than even ten years ago. This Church Development Strategy aims to reverse this decline and look forward to becoming a much larger Conference over the next 20 years.

"Let your light so shine before people that they may see your good works & give glory to your God in heaven"

Achieving this goal will involve equipping church leaders in all Conference churches with the tools to succeed in telling their story and growing their church. A major element of this Church Development Strategy is for California Nevada Conference to substantially increase the number of churches planted by the Conference over the next five years. In a way, this is a return to the historic commitment of this Conference to starting new churches, as implemented largely by Pilgrim Foundation. But the Strategy also contemplates continuing and refining our work with churches seeking affiliation with the UCC, and the application of the principles of church development to existing churches with a sense of urgency about their own mission in the 21st Century.

- **Respond to Changing Demographic**

California is growing rapidly. This Conference includes 3 of the four fastest-growing counties in the United States from 2000 through 2004. This alone calls for a response from Christians of all faiths, including the United Church of Christ. But during the same time period, while the population of California Nevada Conference counties were increasing by an average of 8.8%, membership in UCC churches in California Nevada Conference has actually declined by 7.1%. Further, the average age of California Nevada Conference counties has declined while the average age of most California Nevada Conference churches has increased.

Table 3: Racial Composition of SCNC

County	2004 Population	Hispanic	Pacific Islander	African-American	Asian	Other
Clark, NV	1,651,000	363,220	8,255	150,241	87,503	1,041,781
Imperial	152,000	109,744	152	6,080	3,040	32,984
San Diego	2,932,000	782,844	14,660	167,124	260,948	1,706,424
Riverside	1,872,000	677,664	5,616	116,064	69,264	1,003,392
Orange	2,988,000	920,304	8,964	50,796	406,368	1,601,568
Los Angeles	9,938,000	4,432,348	29,814	973,924	1,182,622	3,319,292
San Bernadino	1,921,000	753,032	5,763	174,811	90,287	897,107
Ventura	798,000	266,532	1,596	15,162	42,294	472,416
Santa Barbara	1,921,000	656,982	3,842	44,183	78,761	1,137,232
San Luis Obispo	255,000	41,565	255	5,100	6,885	201,195
Kern	735,000	282,240	735	44,100	24,990	382,935
Total Population	25,163,000	9,286,475	79,652	1,747,585	2,252,962	11,796,326
% of Population	100.0%	36.9%	0.3%	6.9%	9.0%	46.9%
SCNC Churches	135	4	21	6	8	96
% of Churches	100.0%	3.0%	15.6%	4.4%	5.9%	71.1%

Also, California Nevada Conference Churches have only modestly responded to the racial diversity of the region. We are even more underrepresented in most non-white racial groups, particularly in Mexican and other Latino groups that currently represent 37% of the population of our communities, but only 3% of California Nevada Conference Churches. If Hispanics were represented in California Nevada Conference Churches equally with other racial groups, the Conference would have 7,430 more members. Though not as dramatic, California Nevada Conference churches are also underrepresented in Asian and African-American communities. The communities we serve are among the most culturally diverse communities in the United States. A church that has as a core value the welcoming of all people cannot allow itself to continue to be so much less diverse than the community it serves.

- **Strengthen UCC’s witness in California & Nevada**
Southern Cal. & Nevada **need to hear** the UCC’s version of the Good News. The Still Speaking Campaign’s research makes plain that there are many people who do not even know a church like ours exists. They **want to hear** that there is a church like this. The UCC’s Good News is stronger if we develop more churches in communities where we have little or no presence currently.

The Challenges and Opportunities

- **To Heighten UCC Visibility**
This happens two ways. First, by merely telling people who we are and how we understand Jesus, his life, and his calling to us, we let people know that there is a church like that in their community. Many people in Southern California and Nevada have only heard of the kind of Christian church popularized in the media, i.e. our brothers and sisters of the religious right. It is our responsibility to let them know that there is a church that believes, “whoever you are, wherever you are on life’s journey, you are welcome here.” So a level of success happens by simply being faithful to Jesus’ calling for us to tell the good news wherever we are.

Beyond that, there are both geographic and ethnic communities where the UCC is not present, nor is any other church with similar core values. If we are able to plant new churches, and renew existing UCC churches in California Nevada Conference, those churches will themselves be visible testimony to a gospel of salvation that is available to all people, not just those who are willing to conform to a prescribed dogma.

.. a level of success happens by simply being faithful to Jesus’ calling for us to tell the good news ..

- **To Develop a Latino UCC Presence**
Currently, our presence in this community is infinitesimal. That obviously has its challenges. But it also is a huge opportunity. There are few enough Hispanics in UCC churches that it would take several decades of effort for us to begin to reach the presence in the segment of this community that our message should attract. The five-year goal of this Church Development Strategy includes five new Hispanic churches which, at 250-400 members each, would add between 1,000 and 2,000 UCC members to the Conference. The Hispanic presence in Southern California Nevada Conference would need to be three times that size before there could be any credible concern about our ability to attract new members. The recent success of the Centro Familiar church plant in North Hollywood is a model for these projected additional church plantings, and is also beginning to develop the leadership essential for the success of those planted churches.
- **To Continue Supporting Newly Affiliated Churches**
This is primarily about continuing to refine our process of helping newly affiliated churches. Much of our recent commitment to church development has been in the area of welcoming existing churches that desire affiliation with the UCC. This work has

primarily been set in Association Church & Ministry Committees, and their work has borne substantial fruit for the Conference. Over the last 10 years, 14 churches have been added to the roster of Southern California Nevada Conference Churches. 2/3 of these churches have been Samoan churches, primarily in Central Association. More recently, the Conference has had both affiliation and expressions of interest from churches of other ethnicities that are attracted to the UCC by our message of inclusiveness and love.

This work needs to continue, of course. It is not, however, a form of church development that the Conference can project into the future with confidence, since the initiative does not come from Southern California Nevada Conference. We may, however, be able to look at our experience with these 14 churches, and see ways we could be more welcoming in the future. For instance, we might well be able to improve how we help newly affiliated churches understand the twin concepts of autonomy and covenantal relationship.

The five-year goal of this Strategy includes five new Hispanic churches which, at 250-400 members each, would add between 1,000 and 2,000 UCC members.

- **To Renew/revitalize existing churches**

Southern California Nevada Conference's existing churches may be at the stage in their life that a major effort towards the renewal of a local church is timely. For some time, these churches may have had a sense that they are comfortable being small. In some churches, there is a longing to be larger, but neither pastoral nor lay leadership has been prepared for the intensive effort required to be substantially different.

But both internal and external forces are at work to give some of these churches a sense of urgency about their situation. Small churches struggle to find talented pastoral leadership. Many are also aging congregations in aging buildings. Rental income from those buildings acts like an endowment in support of the church's operating budget. In some cases, they also struggle to adapt to the changing demographic of their community.

A sense of urgency about their situation is key to any successful church renewal.

Southern California Nevada Conference cannot change these realities for a local church, but we can still help equip them for their own journey, wherever God leads the church. The Conference's Strategic Plan for church development starts with leadership training open to the leadership of any church in the Conference. This training will be designed both to equip church leadership with the latest ideas and data about church development, and to inspire them to accept the challenge of redeveloping their own congregation. If successful, these leaders are usually in the best position to develop a strategy that, in their own local context, calls for doing something new that holds promise of getting a new result.

A sense of urgency about their situation is key to any successful church renewal. A church unwilling to accept major changes is likely to continue getting the same results from their church-development efforts. In some cases, however, a local church may be so small that a sense of urgency and willingness to change may not be enough for a successful revitalization. This Strategic Plan calls for churches in this position to enter

into a partnership with the Conference for the planning and implementation of a revitalization effort that can be successful. The decision to enter into such a partnership is a joint decision of the local church and the Southern California Nevada Conference Board. Among other criteria, the local church would be asked to commit to the idea that, if their renewal plan were to end up being unsuccessful, that their assets would be returned to the Conference to allow Southern California Nevada Conference to redevelop them into a new church (or churches) in the Conference.

- **Leadership Development**

Church development is an entrepreneurial activity that does not come naturally to many people. Neither seminary nor the background of most of Southern California Nevada Conference's laity equips the leaders of Conference churches for this kind of work. But it can be learned, and therefore needs to be taught. So this Strategic Plan begins by making this kind of training available to any church leaders who want to equip themselves. Without leadership, there can be no church development. So in a sense, church development is leadership development.

For leadership of churches planted by the Conference, however, more intensive and specialized training is included in the Strategic Plan. Over the summer of 2006, Conference staff will be developing a process of identifying prospective church-planting leadership, assessing their gifts, and then providing them with a combination of formal training and guided experiences that equip them to be successful in their calling as the leader of a newly planted church.

- **Funding**

The start-up costs associated with church planting historically require funds, as is the case with almost any new business¹. The supporting of these somewhat open-ended cost commitments has historically inhibited Southern California Nevada Conference's ability to undertake church development initiatives. In addition, the cost of church buildings in Southern California Nevada Conference has recently become prohibitive for any congregation to finance entirely out of congregational resources. It is possible for a church to develop with no thought of ever purchasing real estate, but that is not a normal assumption for most newly started churches. So the decision to start a new church also needs to include the budgeting of funds to eventually assist the congregation in purchasing land or buildings.

Church development ...does not come naturally to many people. But it can be learned...

But today, the funds are available to do both these things in Southern California Nevada Conference, albeit with thoughtfulness at the point each new church planting is planned by staff and approved by the Southern California Nevada Conference Board. Appendix B of this Strategic Plan details two pro-forma scenarios for financial commitments to churches planted by Southern California Nevada Conference, with total costs estimated

¹ A new church is not a business. It is a church whose mission is to tell the good news to a new community. However, to the extent it is entrepreneurial activity, it is well-advised to at least employ some of the tools of similarly entrepreneurial businesses.

at \$400,000 and \$500,000 per church. Each new church proposal will come to the Board with a Ministry Plan that includes an individual, contextual commitment to the church's start-up costs, plus a commitment to either building renovation costs or building purchases. Funding of these commitments would come with annual accountability, and an exit strategy in the event God does not bless these efforts. Staff is still reviewing the amount of these budgeted commitments, but are confident that this is a fair approximation of the costs involved in new church planting in Southern California Nevada Conference today.

Character of Planted Churches

The primary reasons mentioned earlier for SCNC to be engaged in committing the funds, time, prayer and other resources in planting new churches are the opportunity to transform lives with the loving power of the gospel as it is understood in the United Church of Christ, to be more responsive to the changing community around us, to witness to the idea that God is Still Speaking, and strengthen all churches in the Conference. Beyond that, however, there is an institutional rationale for this kind of long-term investment: Churches intentionally planted by the Conference, or by Conference churches, can transform the life of the entire Conference by being:

- **Message Driven** – with a message to the community it serves that is developed in covenant with the other churches of SCNC, so that the voice of all churches is stronger and clearer.
- **Program Driven** – with a core group of leaders that are committed to week-long programs that reflect and teach the church's primary message.
- **Medium Sized** – neither small nor mega. Adequately sized to always have the congregational commitment and financial resources to implement a new ministry program in response to a new ministry need in their community
- **Radically Welcoming** – with a commitment to inclusiveness that is appropriate to the local church's context.
- **Connected to UCC**– active in and supportive with time, talent, and funding of the ministries of SCNC and the United Church of Christ with time, talent, and funding.

In other words, the goal here is to create a significantly larger group of churches in our Conference that are financial Covenant Keepers, with messages that have local context but a common theme, and enough size to attract and keep creative, talented leadership challenged. There are churches like that amongst us now. Imagine Conference life 5-10 years from now with 10 more!

This Strategic Plan's also calls for a return to church planting as the centerpiece of its church-development strategy, the work historically done by Pilgrim Foundation that created most of Southern California Nevada Conference, and also Southwest Conference of the UCC. By including a goal that future church planting will also attempt to create churches in the Conference that reflect the population's diversity, this plan holds promise for every church in the Conference to have a clearer voice to all parts of its community.

The 20-Year Goals

Any major program effort should be able to measure its success. This Strategic Plan commits the Board of Directors of SCNC to a long-term effort to spreading the UCC's understanding of the gospel, strengthening all UCC churches, respond to our changing communities, and strengthen the UCC's witness in Southern California and Nevada. For that purpose, for the next 20 years through 2027, we propose to:

- **Add 100 Churches**, including both planted churches and new affiliations. Of these, we propose to add between 15 and 25 churches to the Conference in the next 5 years.

Table 4: 20-Year Church Development Goal

Year	Total Congregations	Increase	New Congregations	Losses	Net New Congregations
2006	135	2.2%	3.0	1.0	2.0
2007	137	2.9%	4.0	2.0	2.0
2008	139	2.9%	4.0	1.0	3.0
2009	142	3.5%	5.0	2.0	3.0
2010	145	2.8%	4.0	1.0	3.0
2011	148	2.7%	4.0	2.0	2.0
2012	150	2.7%	4.0	1.0	3.0
2013	153	2.6%	4.0	2.0	2.0
2014	155	2.6%	4.0	1.0	3.0
2015	158	2.5%	4.0	2.0	2.0
2016	160	3.1%	5.0	1.0	4.0
2017	164	3.0%	5.0	2.0	3.0
2018	167	3.0%	5.0	1.0	4.0
2019	171	2.9%	5.0	2.0	3.0
2020	174	2.9%	5.0	1.0	4.0
2021	178	2.8%	5.0	2.0	3.0
2022	181	2.8%	5.0	1.0	4.0
2023	185	2.7%	5.0	1.0	4.0
2024	189	2.6%	5.0	1.0	4.0
2025	193	2.6%	5.0	1.0	4.0
2026	197	2.5%	5.0	1.0	4.0
2027	201	2.5%	5.0	1.0	4.0
Total New Congregations			100		70

Congregations in 20 yrs	201	201
Average Size	150	200
Membership	30,150	40,200

- **Double UCC Membership**, growing from 20,000 members to over 40,000
- **Increase average church size by 1/3** from approximately 150 members per church to over 200 members per church
- **Reflect SCNC Diversity** in the churches and membership of SCNC

Table 4 projects the effects of achieving these goals, and also gives a sense of the size of this effort over the next 20 years. It also incorporates the probability that this church-development effort will be partially offset by churches that withdraw, close, or merge.

The 5-Year Plan

In order to be understood or believed, long-term goals usually need to be tied to a shorter-term goal. We all live in the present. Church development happens one profession of faith at a time. So, to compliment and explain the current implications of adopting a 20-year goal, the Board of Directors of SCNC adopts the following goals:

- **Start 15-25 New Churches:** In a mix of planted churches and affiliating churches outlined in Tables 5-7 below.
- **# New Churches > # Closures:** For the last 8 years, SCNC has averaged one church closure per year. SCNC's Board sets a goal of planting 9 new churches over the next 5 years.
- **# Affiliations > # Withdrawals:** In the last 10 years, SCNC has averaged one church withdrawal or merger per year, but has also had a total of 14 churches affiliate with one of our Associations. Over the next 5 years, SCNC's Board commits to exploring ways to continue or even improve on this trend.
- **Increasing Avg. Membership:** Over the last 10 years, the average size of a SCNC church has decreased by about 5%, from 159 to 151.
- **Increasing Diversity in/of SCNC Churches:** Currently, 29% of SCNC membership is non-white, compared to 53% of the population of Southern California and Nevada. Over the next 5 years, SCNC's Board commits to narrowing this gap.

Table 5: New-Church Development Goal - Conservative

Year		1	2	3	4	5	Total
		2006	2007	2008	2009	2010	Churches
Conference Starts							9
	Hispanic	Immanuel	1	1	1	1	
	Euro		1		1		
	Other			1		1	
Affiliations							5
	Samoans		1		1		
	Other	Fairview, S.D. Marshallese		1			
Self-started							
Churches starting churches:					1		1
Total New Churches		3	3	3	4	2	15
	Cumulative		6	9	13	15	

Table 6 is considered a conservative goal because it assumes that the Conference will plant 9 new churches over the next five years, and one local church will partner with the Conference to start a church, but that there will be a distinct slowing of the trend in new-church affiliations.

Table 6: New-Church Development Goal - Target

Year		1	2	3	4	5	Total
		2006	2007	2008	2009	2010	Churches
Conference Starts							9
	Hispanic	Immanuel	1	1	1	1	
	Euro		1		1		
	Other			1		1	
Affiliations							10
	Samoans		1	1	1	1	
	Other	Fairview, S.D. Marshallese	1	1	1	1	
Self-started							
Churches starting churches:					1		1
Total New Churches		3	4	4	5	4	20
Cumulative			7	11	16	20	

Table 6 is considered a realistic expectation of new church development in SCNC. Like the Conservative projection, it contemplates the Conference starting 9 new churches over the next five years, plus one partnered church planting with a local church. But it also assumes that churches will seek affiliation with the UCC in this Conference at about the same rate as has been occurring over the last 10 years.

Table 7: New-Church Development Goal - Hopeful

Year		1	2	3	4	5	Total
		2006	2007	2008	2009	2010	Churches
Conference Starts							10
	Hispanic	Immanuel	1	1	1	1	
	Euro		1		1	1	
	Other			1		1	
Affiliations							10
	Samoans		1	1	1	1	
	Other	Fairview, S.D. Marshallese	1	1	1	1	
Self-started				1		1	2
Churches starting churches:				1	1	1	3
Total New Churches		3	4	6	5	7	23
Cumulative			7	13	18	25	

Table 7 is considered an optimistic projection of the potential for New Church Development in the Conference over the next five years, but not wildly so. Like the target projection, it assumes that Affiliations will continue at the pace experienced in our recent history. But it assumes the resources will be found for one additional church planted by the

Conference, and that there will be three local churches that decide to partner with the Conference in starting a new church. It also projects a couple new churches started without any Conference resources whatsoever.

The Tactics

Achieving the long-term goals of this Church Development Strategy, or even the Conservative 5-year goals, will require new programs and enlisting the support of the existing Conference infrastructure. It also will be more successful if it is seen as an initiative of all church leaders in SCNC churches, not just a matter delegated to Conference staff and a few new-church pastors. So, implementing this Church Development Strategy involves committing to the following program elements:

- **Two Annual Church-Development Seminars:**

These Church-Development Seminars have, as their goals both the equipping of church leaders for church development in their own setting, and inspiring them to the task. One of these Seminars is for both lay leaders and clergy, and probably scheduled pre-Lent in the church calendar. The other is a post-Easter clergy gathering. Each would include a keynote speaker or team of presenters that can bring the best and latest understandings about church development and closely related subjects, with a focus on practical ideas to “take home and implement.”
- **Develop lay & ordained leadership for New Church Starts:**

Planting a new church requires a leadership that is either gifted or trained for this calling’s special challenges, or both. Given the very significant start-up costs, any church planting decision is a significant investment in the gifts and capabilities of its leadership. It therefore makes sense to concentrate on both assessing an individual’s gifts and building up their capabilities before a church start commitment is made. This investment has several stages:

 - **Recruitment:** This involves both the Conference’s identification and the self-identification of individuals with a sense of calling to this particular kind of ministry. Not everyone is called to this work, and not everyone who feels called is actually a good investment of Conference resources for a new church planting.
 - **Assessment:** An iterative process with recruiting. There are tools available to assess individual gifts for new church planting, identify weaknesses and strengths, so that a training program can be individually tailored to the needs of the individual. These tools also can help either validate or correct initial impressions of individuals suitability for new church planting.
 - **Training:** Including both formal training and mentoring:

Formal training to strengthen any areas identified in the individual’s assessment, plus a core curriculum of boundary training, polity, leadership development, etc.

Mentoring compliments the formal training by placing the trainee in a local church where he or she can be guided as they gain practical experience for planting a new church.

- **Ongoing Assessment and Coaching:** After a new church planting is launched, the Conference Ministers and Associate for Church Development and Renewal remain responsible for an ongoing assessment guidance of the performance of the church's leadership. In addition, however, it is usually helpful for the new church planter to have a relationship with a trusted coach that can offer guidance without the necessity of also assessing performance.

Through this process of recruitment, assessment, training, and coaching of new church leaders, this Strategic Plan intends to improve the return on its investment in a new church planting in reaching the goals of the endeavor, i.e. a medium-sized church, connected to the Conference's ministries, with a mission complimentary to other SCNC churches and the resources to continually evolve as its community evolves.

- **Plant new churches:** The general character of these churches was discussed on page 6 of this document. Beyond that, this Church Development Strategy will place emphasis on -
 - **Hispanic and other underrepresented groups:** To reach the 20-year goal of racial diversity in SCNC Churches that more closely reflects the racial diversity of Southern California and Nevada.
 - **Underrepresented geographic areas:** To strengthen all UCC churches by having a healthy UCC church in as many locations within SCNC as is feasible.
 - **Strategic Planning and Accountability:** Each new church planted by SCNC will be required to prepare a written plan for its development, including a clear, focused mission, membership and financial goals, and programs to achieve those goals². Appendix E outlines this planning process, while Appendix B contains two pro-forma examples of the development goals that will be expected in these plans. It is expected that each new church started by SCNC will develop such a written plan with Conference staff prior to starting, and that written plan will require approval by the Conference Board prior to funding.

After a proposed new church start is approved by the Conference Board, continuation of funding will be based in large part on the venture's achievement of the goals in its initial Ministry Plan. (See the Summary in Appendix B for an example.) The goals in the approved Ministry Plan can be amended to respond to unexpected events after launch, but only by revising the initial written Ministry Plan, including an approval of the revised Ministry Plan by the Board.

- **Encourage existing churches to sponsor a new church:**

This Church Development Strategy includes encouraging existing churches to consider starting new churches, either on-site or in a location separate from their current campus. These initiatives can be a proactive response to the diversity in their community, or a desire to create a sister church with similar theology and polity.

² A very good description of this process of preparing to start a new church is contained in [A Guidebook for Planting New Congregations in the United Church of Christ](#), 2004, by the Evangelism Ministry Team of Local Church Ministries, UCC. This guidebook is available for \$40 from United Church Resources, or downloadable free from www.ucc.org/evangelism.

Though it is not required that these initiatives be in partnership with the Conference, churches that choose to do so can expect the Conference to provide the same Leadership Development as outlined above for new church planters, and a sharing of start-up costs, subject to both involvement by Conference Staff in preparation of the Ministry Plan and Board approval of the Ministry Plan.

- **Encourage UCC affiliation by existing churches with similar theologies:**
This is the element in this Church Development Strategy that has had the most success over the last decade, and so it largely calls for continuing to do what this Conference has done well. SCNC is recognized as a denominational leader in this work staffed principally by our Association's Church and Ministry Committees. That said, this Church Development Strategy proposes that the Conference review our experience with this particular effort over the next year, with the goal of improving the connection of affiliating churches with the existing churches and ministries of SCNC.
- **Conference partnering with selected church renewals:**
By undertaking all the above initiatives, this Church Development Strategy expects that many existing churches will be equipped and called to undertake a renewal of their own church's ministry, to be more responsive to their community, and more actively telling their community about the Good News that they represent.

In a few situations, however, a local church may need Conference assistance to be able to undertake a renewal of their church's ministry. In general, these are likely to be churches that are later in the life cycle of churches, so it follows that redevelopment of these churches is among the most challenging of church-development efforts. In these churches, much has to go well, and much can go wrong, before the church can be redeveloped into the kind of church envisioned by this Church Development Strategy.

Nevertheless, all things are possible with God, sometimes in unlikely circumstances. Where there is the right combination of a sense of urgency by the church and a willingness by the congregation to invest in their own future, this Church Development Strategy includes a process whereby the church can get Conference assistance in preparing a Redevelopment Plan, and where approved by the Conference Board, coaching and guidance in its implementation. Appendix G outlines this program, which is also incorporated in the staffing plan and responsibilities in Appendices C and D, respectively.

Key conditions of these Conference commitments to the renewal efforts of local churches are designed to make certain the Conference's commitment is matched by the local church's willingness to change, to invest in itself, and to act entrepreneurially in its planning and redevelopment. These conditions also secure the Conference's investment, and give the church the ability to act with confidence that the church's plan will either result in a renewed church, or the church's assets will be used later by the Conference to develop other churches. For churches that understand their covenant relationship with SCNC in this way, it can replace a fear of failure with a confidence that their faithfulness will be rewarded, and free them to move into their future.

- **Tell the Story**

Finally, this Church Development Strategy calls us to remind ourselves of our own successes, or rather of God's blessings in our midst. There is much to celebrate in Church Development in SCNC, and in the United Church of Christ. But since the Exodus, faithful people have been forgetting these very blessings, or taking them for granted. So it should come as no surprise that, after coming through a time where our message was unfocussed, funds were tight, and it seemed as if nobody cared, or even knew, about the Good News that is the core of the welcoming message of the United Church of Christ, that some people may have stopped believing in our message, our blessings, or our future. So now is the time for everyone in SCNC to remind ourselves that we have those blessings, those stories of God's goodness, those stories of transformed lives and changed communities. We just need to tell them.

Staffing

In a sense, this Church Development Strategy calls everyone in SCNC to be involved in its implementation. That said, there are specific responsibilities for the above programs for the Board, for staff, Ministry Teams, Church and Ministry Committees, and others. Those responsibilities are detailed programmatically in Appendix C, with the responsibilities of each individual or organization presented in Appendix D. A glance at these Appendices makes clear that Conference Church Development involves everyone in Conference Ministry.

What will it Cost?

Over the next five years, implementing this Strategic Plan is estimated to cost approximately \$5.1 Million. 85% of that total is budgeted for the start-up costs, renovation cost, and building purchases for new churches planted by the Conference or by local churches. The balance is budgeted for staff support of those churches, and for leadership assessment, training, and coaching. See Appendix A in the Addendum for a detailed breakdown of these costs.

Can we afford this??

Yes. As of December 31, 2005, Conference funds available for church development totaled \$1,362,000. In addition, the Conference Board has authorized the marketing of two assets in 2006-7. Projected funds³ from these sales total approximately \$2.78 Million. Investment income and receipts from future asset sales are estimated to provide approximately an additional \$1.2 Million. Total funds available therefore total slightly over \$5.3 Million, compared to projected costs of \$5.1 Million. See Appendix A for a cash-flow projection.

³ Assuming the Board adopts the recommended allocation of those assets. See Note 2 to the financial projections in Appendix A.

Summary

With these goals, with these kind of new and renewed churches, and with these programs and tactics, and with the expectation of God's blessing, this Church Development Strategy intends to:

- Proclaim the UCC's Good News,
- Strengthen ALL UCC Churches,
- Respond to Changing Demographic, &
- Strengthen UCC's witness in California.

Church Development Strategy
for
Southern California-Nevada Conference
United Church of Christ

Table of Contents

Why Church Development? - 1 -
The Challenges and Opportunities - 3 -
Character of Planted Churches - 6 -
The 20-Year Goals - 7 -
The 5-Year Plan - 8 -
The Tactics..... - 10 -
What will it Cost? - 13 -
Can we afford this?? - 13 -
Summary - 14 -

Appendix

- A Cash Flow Projection**
- B Pro-Forma New Church Initiatives**
- C Staffing Plan**
- D Staff & Organizational Responsibilities**
- E Planting Churches in SCNC**
- F Affiliating Churches in SCNC**
- G Conference Support for Church Renewal efforts by local churches in SCNC**

Tables

1 SCNC Overview Opposite Pg 1
2 10-Yr History of SCNC Church Development..... Opposite Pg 1
3 Racial Composition of SCNC..... Pg 2
4 20-Yr. Church Development Goal..... Pg 7
5 5-Yr. Church Development Goal - Conservative..... Pg 8
6 5-Yr. Church Development Goal - Target..... Pg 9
7 5-Yr. Church Development Goal - Hopeful..... Pg 9

Appendix A: Cash-Flow Projection

	Year		1	2	3	4	5	Total Cost
			2006	2007	2008	2009	2010	
Beginning Balance			\$1,361,844	\$1,081,436	\$2,667,008	\$1,874,358	\$992,076	
Rialto Sale	(1)		\$202,500					
La Mesa Sale	(2)			\$2,582,500				
Other Building Sales	(3)				\$225,000	\$225,000	\$225,000	
Investment Income	5%		\$68,092	\$54,072	\$133,350	\$93,718	\$49,604	
Funds Available			\$1,632,436	\$3,718,008	\$3,025,358	\$2,193,076	\$1,266,680	\$ 5,220,680
Conference Starts								\$4,200,000
	Hispanic		\$400,000	\$400,000	\$500,000	\$400,000	\$500,000	
	Euro			\$500,000		\$500,000	\$500,000	
	Other				\$500,000			
Affiliations								\$5,000
	Samoans			\$1,000		\$1,000		
	Other		\$1,000		\$1,000		\$1,000	
Conf. Support of Churches starting churches:						\$150,000		\$150,000
Other Program Costs								
	Staff		\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
	Coaching & Mentoring		\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
	Assessment & Training		\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
	Semi-Annual Conferences		\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
Total Program Costs			\$551,000	\$1,051,000	\$1,151,000	\$1,201,000	\$1,151,000	\$5,105,000
	Cumulative			\$1,602,000	\$2,753,000	\$3,954,000	\$5,105,000	
End-of-Yr Balance			\$1,081,436	\$2,667,008	\$1,874,358	\$992,076	\$115,680	

Appendix A: Notes to Cash-Flow Projection:

1	Rialto Sale:			
	Net Proceeds	\$900,000		
	CDR Allocation	22.5%		
	<hr/>			
	CDR Funds Addition	\$202,500		
2	La Mesa Sale:	Appraised	Balance	Total
	Balance of Projected			
	Net Proceeds	\$5,700,000	\$1,300,000	\$7,000,000
	CDR Allocation	22.5%	100.0%	
	<hr/>			
	CDR Funds Addition	\$1,282,500	\$1,300,000	\$2,582,500
				(Requires Board Approval)
3	Other Building Sales:	Assumes 1 closure/yr, with 50% sold at average proceeds of \$2,000,000		
	Average Annual Net Proceeds	\$1,000,000		
	CDR Allocation	22.5%		
	<hr/>			
	CDR Funds Addition	\$225,000		

4 All Church-Start Commitments are assumed to be expended in the year of commitment. These commitments will actually be expended in the following 5-7 years. See Appendix B for two pro-forma examples

Appendix B: SCNC New Church Initiatives Summary

Each New Church Planting Initiative to Receive Financial Support as follows:

Plan A: SCNC provides building: Up to \$400,000 in combination of Start-up Costs plus Building Renovations

Plan B: Without building: Up to \$500,000 in combination of Start-up Costs plus Building Purchase

Start-up Costs: Up to 7-10 Years, at an agreed cost of up to \$ 350,000 per project

(*) Conditions to Funding of Support Agreement:

- Yr 1 Complete Screening & Training. Ministry plan approved by Conference Board
- Yr 2 Yr 1 Targets for Avg. Worship & Giving Units & Internally Generated Revenue. CM recommendation
- Yr 3 Yr 2 Targets for Avg. Worship & Giving Units & Internally Generated Revenue. CM recommendation
- Yr 4 Yr 3 Targets for Avg. Worship & Giving Units & Internally Generated Revenue. CM recommendation
- Yr 5 Yr 4 Targets for Avg. Worship & Giving Units & Internally Generated Revenue. CM recommendation
- Yr 6 Yr 5 Targets for Avg. Worship & Giving Units & Internally Generated Revenue. CM recommendation
- Yr 7 Agreed end of support.

Plus Building Support:

If Conference supplies building: <\$400,000 in renovations & deferred maintenance, less actual start-up costs.

If Conference guarantees loan: <\$500,000, less actual start-up costs.

Either is subject to:

- A Conference takes title to property
- B Church meeting growth targets
- C Professionally Directed Capital Campaign w/pledges 3X annual giving
- D Church commits continued support of Conference Ministries, incl. 10% OCWM

Funding from Conference Church Development Funds.

Appendix B: SCNC New Church Initiatives Church Development Projection

Year	1	2	3	4	5	6	7	8
<i>Average Household Income</i>	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000
<i>Average Worship Attendance</i>	20	40	60	80	100	120	140	160
<i>Membership</i>	30	60	90	120	150	180	210	240
<i>Net New Members (<1yr)</i>	30	30	30	30	30	30	30	30
<i>Pledge Units</i>	0	30	45	60	75	90	105	120
<i>Average Pledge</i>	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%
<i>Pledge Revenue</i>	\$ -	\$ 43,200	\$ 64,800	\$ 86,400	\$ 108,000	\$ 129,600	\$ 151,200	\$ 172,800
<i>Percent of (Cong.) Total</i>		74%	79%	82%	83%	85%	85%	86%
<i>Number of Other Regular Givers</i>	15	15	15	15	15	15	15	15
<i>Average Gift</i>	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%
<i>Other Regular Giving Revenue</i>	\$ 10,800	\$ 10,800	\$ 10,800	\$ 10,800	\$ 10,800	\$ 10,800	\$ 10,800	\$ 10,800
<i>Percent of (Cong.) Total</i>		19%	13%	10%	8%	7%	6%	5%
<i>Other Revenue from Congregation</i>	0	4320	6480	8640	10800	12960	15120	17280
<i>Percent of (Cong.) Total</i>		7%	8%	8%	8%	8%	9%	9%
<i>Total Revenue from Congregation</i>	\$ 10,800	\$ 58,320	\$ 82,080	\$ 105,840	\$ 129,600	\$ 153,360	\$ 177,120	\$ 200,880
<i>Fee & Misc. Revenue</i>		1,000	2,000	2,000	2,000	2,000	2,000	2,001
<i>Rental Revenue</i>								
Internally Generated Funds	\$ 10,800	\$ 59,320	\$ 84,080	\$ 107,840	\$ 131,600	\$ 155,360	\$ 179,120	\$ 202,881

Notes:

- (1) Italics indicate pro-forma assumptions that are to be agreed between SCNC & church-planting leadership as part of Ministry Plan and Support Agreement.

Appendix B: SCNC New Church Initiatives Plan B Budget Projection

Year	Annual Increase	Pre-Start	1	2	3	4	5	6	7	8
Internally Generated Funds		\$0	\$10,800	\$59,320	\$84,080	\$107,840	\$131,600	\$155,360	\$179,120	\$202,881
Budgeted Expenditures										
OCWM	10% of internal income		\$1,080	\$5,932	\$8,408	\$10,784	\$13,160	\$15,536	\$17,912	\$20,288
Pastoral Leadership	2%		\$70,000	\$71,400	\$72,828	\$74,285	\$75,770	\$77,286	\$78,831	\$80,408
Program Costs	2%		\$15,000	\$15,300	\$15,606	\$15,918	\$16,236	\$16,561	\$16,892	\$17,230
Administrative Costs	2%		\$5,000	\$5,100	\$5,202	\$5,306	\$5,412	\$5,520	\$5,631	\$5,743
Occupancy Costs	N/A		\$12,000	\$15,000	\$24,000	\$30,000	\$42,000	\$60,000	\$60,000	\$72,000
Total Budget			\$103,080	\$112,732	\$126,044	\$136,293	\$152,579	\$174,903	\$179,267	\$195,670
Conference Support		\$10,000	\$92,280	\$53,412	\$41,964	\$28,453	\$20,979	\$19,543	\$147	\$0

Budgeted Financial Support \$266,778
 Plus: Coaching & Mentoring \$5,000
 Contingency 10% \$27,178

Support Requirement for Start-up	\$298,955	or, say	\$ 250,000	to	\$ 350,000 per project
---	-----------	---------	-------------------	----	-------------------------------

Conditions to Support Agreement:

- Yr 1 Complete Screening & Training. Ministry plan approved by Conference Board
- Yr 2 Yr 1 Targets for Avg. Worship & Giving Units & Internally Generated Revenue. CM recommendation
- Yr 3 Yr 2 Targets for Avg. Worship & Giving Units & Internally Generated Revenue. CM recommendation
- Yr 4 Yr 3 Targets for Avg. Worship & Giving Units & Internally Generated Revenue. CM recommendation
- Yr 5 Yr 4 Targets for Avg. Worship & Giving Units & Internally Generated Revenue. CM recommendation
- Yr 6 Yr 5 Targets for Avg. Worship & Giving Units & Internally Generated Revenue. CM recommendation
- Yr 7 Agreed end of support.

Plus Building Support:

If Conference supplies building: <\$400,000 in renovations & deferred maintenance, less actual start-up costs.
 If Conference guarantees loan: <\$500,000, less actual start-up costs.

Either is subject to:

- A Conference takes title to property
- B Church meeting growth targets
- C Professionally Directed Capital Campaign w/pledges 3X annual giving
- D Church commits continued support of Conference Ministries, incl. 10% OCWM

Appendix B: SCNC New Church Initiatives
Plan B Building Finance

Year	1	2	3	4	5	6	7	8
Membership			90	120	150	180	210	240
Internally Generated Income	\$ 10,800	\$ 59,320	\$ 84,080	\$ 107,840	\$ 131,600	\$ 155,360	\$ 179,120	\$ 202,881
Budgeted Minimum Expenses:		\$ 87,332	\$ 81,236	\$ 85,069	\$ 88,930	\$ 92,822	\$ 96,743	\$ 100,696
OCWM			Per Church Budget					
Pastoral Leadership Program			Per Church Budget \$ 10,000					

Building Finance:

Potential Mo. Pmt, Long Term	50% of Income over self-supporting	\$237	\$1,898	\$3,556	\$5,212	\$6,865	\$8,515
Potential Long-Term Debt fm. CBRLF	4.0% 20 Yr. Amortization =	\$39,000	\$313,000	\$587,000	\$860,000	\$1,133,000	\$1,405,000
Potential Capital Fund Drive	3.0 X Revenue fm Congregation	\$ 194,400	\$ 259,200	\$ 324,000	\$ 388,800	\$ 453,600	\$ 518,400
Potential Loan fm CBRLF		\$233,400	\$572,200	\$911,000	\$1,248,800	\$1,586,600	\$1,923,400
Required Minimum Down Payment	10%	\$25,600	\$63,800	\$101,000	\$139,200	\$176,400	\$213,600

Locally Financed Building via CBRLF **\$259,000 \$636,000 \$1,012,000 \$1,388,000 \$1,763,000 \$2,137,000**

Total Revenue for Mission	\$ 10,800	\$ 59,320	\$ 84,080	\$ 107,840	\$ 131,600	\$ 155,360	\$ 179,120	\$ 202,881
Less: Debt Service on Loan(s)	\$ -	\$ -	\$ (2,844)	\$ (22,771)	\$ (42,670)	\$ (62,538)	\$ (82,377)	\$ (102,185)
Net Revenue for Mission	\$ 10,800	\$ 59,320	\$ 81,236	\$ 85,069	\$ 88,930	\$ 92,822	\$ 96,743	\$ 100,696

Appendix C: Staffing Plan

- **Leadership Retreats & Training for all church leaders**
 Selection of Keynote Speakers: CM's
 Design of Agenda, breakouts, etc: CM's & ACDR
 Event Planning: Jose & Virginia

- **Recruitment of Potential Church Planters:** CM's

- **Assessment of Potential Church Planters:** CM's & ACDR
 (What Assessment Tools?)

- **Formal Training & Mentoring System for Planters prior to launch**
 Requires Curriculum & Faculty

- **Ongoing Coaching and Assessment after launch**
Coaches: Additional Hiring

- **Site Selection for SCNC Church Plants:** CM's & ACDR

- **Preparation of Ministry Plans (Incl. Conf. Plants, Church Plants, & Renewals):**
 - Preliminary/Visioning:** CM's or as they assign to Ministry Team, ACDR, etc.
 - 1st Draft:** Church-Planting Leadership
 - 2nd Draft:** ACDR
 - SCNC Board Recommendation:** CM's
 - Approval/Funding:** SCNC Board

- **Selection of Church Renewals:**
 - Conf. Assistance w/Renewal Plans: CM's
 - Preparation of Renewal Plan: Consultant(s)⁴ or Ministry Teams

 - Final Approval of Renewal Plan & Coaching: SCNC Board
 - Coaches: Add'l Hiring

- **Churches Seeking Affiliation:**
 - Mutual Discernment Phase: CM's
 - In-care period through Standing Association Church & Ministry
 - Church Renewal Request? Same as above (incl. bldg. consultations)

⁴ ACDR available as bldg. consultant only, with CM's approval

Appendix D: Staff & Organizational Responsibilities

SCNC Board

Approval of Strategic Plan
Approval/Funding of Conference-Sponsored Church Starts
Approval/Funding of Local Church-Sponsored Church Starts
Approval/Funding of Local Church Renewal Plans

Conference Ministers

Recommendation of Strategic Plan
Identify and Recruit Potential Church Planting leadership
Assessment of Potential church-planting leadership
Review and Approve Potential Locations and Sites for Conference-Sponsored Church Plants
Recommendation of Conference-Sponsored Church Starts, Local Church-Sponsored Church Starts, and Local Church Renewal Plans to SCNC Board
Select Keynote Speakers for Conference Training Events
Relate to local churches considering affiliation with UCC

Associate for Church Development & Renewal

Assist Conference Ministers in Assessment of Potential church-planting leadership
Research Locations and Sites for Conference-Sponsored Church Plants
Assist in preparation of Ministry Plans for Conference-Sponsored Church Starts, Local Church-Sponsored Church Starts, and Local Church Renewals
When assigned by CM's, Consult re building issues with Renewal or Affiliating churches

Business Mgr & Secretary

Plan the two annual training events

Church & Ministry Committees: Per Manual on Church

In-care process for new church plants by SCNC
In-care process for new church plants by local churches
In-care process for affiliating churches
In-care process for all authorized leadership

Consultants

For the two annual training events
As needed for Renewing Church Planning
For New Church Planters Training Faculty

Mentoring Pastors & Churches

Practicum for New Church Planters

Appendix E: Planting Churches
In
Southern California Nevada Conference, UCC

Critical Elements to have in place from the beginning

- **Leadership selected and trained**
- **Ministry Plan (i.e. the Business Plan)**
 - Core Mission, Vision, Values
 - Targeted Demographic
 - Clear, measurable goals (20-yr project)
 - Plan for place(s) to worship (lease/buy)
 - Multi-year budget (3-10 yrs – as in Appendix B)
 - Clear commitments from & to SCNC
 - Benchmarks, timelines for accountability (See Summary in Appendix B)
 - EXIT STRATEGY

Churches starting UCC Churches:

The Key to beginning more than 3-4 churches/year

- **The Church Undertakes as Outreach program, for**
 - Partnership with Diverse SCNC Communities
 - 2nd language church
 - Housed in the host church, or sent out from the host

Critical Elements to begin

- **Goal adopted by the Church**
- **Leadership selected and trained**
(Same as Planted Church)
- **Ministry Plan.**
Same elements as Planted Church, PLUS:
 - Clarity that purpose is missional, not rental income
 - Long-term commitment from host church
 - Defined roles of SCNC and Host Church

Appendix F: Churches seeking Affiliation **In** **Southern California Nevada Conference, UCC**

A New Feature of UCC Church Development

- **How to Encourage??**
 - Relatively new phenomenon in SCNC, and probably in UCC
 - Like Withdrawals, Affiliations are a byproduct of proclaiming our theology
 - Need to respect ecumenical partnerships precludes “recruitment”
- **Conference Support:** Focus is on relationship - - -
 - Primarily a church-development role for C&M Committees
 - Also a potential role for Ministry Teams

Churches seeking Affiliation: *Other Features In SCNC*

- **Special Kinds of Affiliations**
 - Self-Started Churches within UCC
 - Dual Affiliations (Commonly DOC, CCCAS, CCCS)
 - Comment: Most Samoan churches are either Dual Affiliations or Self-Started churches
- **Affiliations are unplanned “Pop-ups”**
 - “Unplanned” by SCNC
 - SCNC’s Role: *Plan to be Welcoming*

Appendix G: Conference Support
for
Church Renewal efforts by local churches
In
Southern California Nevada Conference, UCC

Hope & Confidence for older churches

- **Many SCNC Churches in decline**
 - Size & Age of Congregation
 - Buildings w/Deferred Maintenance
 - Using rental income like endowment
 - Low Morale
- **Keys to Successful Renewal**
 - Sense of Urgency
 - (Re) Trained Leadership
 - Willingness to take risk

A Program for Selected Church Renewals

- **Assist in preparing Renewal Plans**
 - Request by Local Church; Approved by SCNC Board
 - Approval criteria: See keys to success. Also, commitment to SCNC Ministries
 - Renewal Planning by Consultant or Ministry Teams
 - Assessments and Training
 - Reversion Clause or Mortgage to secure costs
- **Add'l Coaching & Mentoring, subject to:**
 - Board Approval of Renewal Plan
 - Capital campaign to fund Renewal Plan
 - Church supportive of Conference Ministries
 - Reverter Clause on church building

Church Renewal Partnership with SCNC *From a Local-Church Perspective*

“The Conference provides us a way to:

- Continue this local church, with renewed life and ministry
- Or -
- Redeveloped the church's assets into other new churches in Southern California & Nevada