Re: West Ohio Conference

July 17, 2013

Background

The Council of Bishops’ Pension Task Force requested the General Board of Pension and Health Benefits (GBPHB) and the General Council on Finance and Administration (GCFA) to partner in providing conferences with a Financial Advisory Consulting Team—known as FACT. Under the leadership of Bishop Bruce Blake, FACT worked with the West Ohio Conference (WOC) April through July.

From a list of the WOC members provided by Bishop Gregory Palmer and Conference Treasurer Bill Brownson, FACT conducted 30 phone interviews during May. On May 29, 2013, we conducted the first FACT meeting at the WOC Conference Center. To provide denominational background and context, this meeting included a viewing of the General Board of Pension and Health Benefits and the General Council on Finance and Administration’s 2011 Financial Leadership Forum’s video “UMC Realities,” available at www.gbophb.org/flf2011/UMCRealitiesVideo.asp. During the meeting, Bishop Palmer and members of the WOC identified eight critical “dilemmas” based on the plenary’s consolidation of dilemmas resulting from the work of four breakout groups. The first eight dilemmas below are those from the plenary; FACT identified one additional dilemma based on the WOC interviews and review of conference-related documents as well as a referral statement for the WOC’s consideration. For the purpose of this analysis, “dilemma” is defined as something that, if not addressed, would adversely impact the Church’s mission to make disciples of Jesus Christ for the transformation of the world.

The following unedited dilemmas were identified and prioritized by the WOC members attending the May 29 meeting:

1. **How Do We Reach New People and Grow?** — When will we mirror the demographic changes of our populations/communities in our churches? We have not faced the reality of our lack of multi-ethnic, multi-racial congregations within West Ohio. We have ignored the multi-ethnic demographic changes in the community. The demographic mismatch between our churches and the communities we serve (i.e., age, ethnicity, etc.). Further, the cultural trends and the aging population of West Ohio churches will result in declining attendance, membership and availability of financial resources. We have difficulty in planting new churches due to the fact that we begin with a high financial cost structure that does not allow us to be nimble in how we approach new church starts.

2. **Building Trust** — Because of the lack of trust that some local churches have with the conference, this breaks down the relationship and therefore apportionment giving in those churches. There is a silo effect within the districts, which leads to issues of autonomy and mistrust. We have lost the distinction of being part of a denomination. Essentially, the connections have been defined as vertically versus horizontally. The identity, trust and communication of the connectional system and in general culture. Many congregants and pastors do not perceive the value of the District, Conference and General Church. How we get the working laity involved in the participation and decision making around the life of the Annual Conference. How do we develop a healthy economy of scale?

This report reflects the opinions of FACT members, but not necessarily the views of their conferences or general agencies.
3. **Conference Vision/Strategic Plan** — What is our compelling conference vision? Our scarcity versus abundance mentality specifically that we focus too much on the decline in our churches rather than focusing on the idea that we could focus on growth rather than decline.

4. **Apportionments** — What is a marketable and equitable apportionment strategy? Is there a more equitable way to formulate apportionments; it currently doesn’t accommodate small churches with small budgets versus large churches with large budgets.

5. **Survival Focus** — Our resources do not meet our need or missional opportunity. The survival focus of many of our congregations taking care of their own concerns before intentionally reaching outward. The decreasing vitality of many smaller or medium size churches as their resources become more and more consumed by salary support, operations and apportionments.

6. **Health Care and Benefits** — The WOC’s health care program ties the cabinet’s hands in the appointive process for our full-time appointments. It is much easier to appoint a single pastor versus a pastor with a family. This is in direct conflict with young clergy initiatives. We have an unhealthy financial focus on clergy benefits rather than transforming our communities.

7. **Creating a Culture of Healthy Clergy Leadership** — How do we create a culture of healthy clergy leadership?

8. **Clergy Supply** — How do we right-size clergy supply with local church demand? The purpose of the Church is to provide places of employment for the clergy and for the local church to be cared for by the clergy, which results in a codependency that allows very little energy to be missionally focused. The number of full-time pastors exceeds the number of churches that can sustain full-time appointments. There is a need to identify church size in relation to a realistic “magic number” for worship attendance, and to appoint full-time pastors accordingly.

An additional dilemma identified by FACT through its interviews and research:

9. **General Financials/Staffing at Districts and Conferences**

FACT’s overall assessment of the WOC finds that there is no current financial crisis or dilemma with financial implications that will impact the conference’s fiscal integrity in 2013. However, there are patterns, trends and practices which, if continued, will have an impact on the future viability of the WOC. FACT compliments the WOC leadership on their willingness to look into the future. It is FACT’s assessment that changes must be considered in areas beyond the local church staffing practices, the understanding and support of United Methodist ethos (practices); standards and practices of clergy deployment; benefit policies and practices; losses in connectionism and laity involvement; and the lack of a strategic plan within the conference that serves as a criterion for decision-making concerning programs, facilities and staffing. The following recommendations address these areas. If changes are not made, it is the assessment of FACT that in three to five years, it will become clearer that in its present form and function, the WOC is not sustainable.
Recommendations

FACT’s detailed recommendations for the WOC are summarized on the following pages. FACT acknowledges that a number of the dilemmas represent issues that the WOC has been living with for many years and in some cases has attempted to address with varied measures of success. The balance of the document reflects dilemmas that have been identified by feedback from the WOC interviews or through the FACT’s research. One of FACT’s primary roles is to listen; and to take previous discussions of dilemmas out of the backroom, if any, and lift them up to the front of the room for all to see and work on – it is part of best practice transparency, and in building trust through trustworthiness. Our recommendations are formulated keeping in mind that many of the identified dilemmas are also “adaptive challenges” facing the conference (i.e., “the type of work in which the conference as a whole needs to learn new skills, attitudes and behavior in order to make progress on the work at hand”). In each identified recommendation, FACT offers some “solutions” that have been successful for other conferences. The recommendations include action plans to address dilemmas on a holistic basis (and thereby assisting lasting change), beyond just the simple financial or technological fixes.

FACT’s primary recommendations address the dilemmas identified above:

1. Reaching New People/Growth
2. Building Trust
3. Conference Vision/Strategic Plan
4. Apportionments
5. Survival Focus
6. Health Care and Benefits
7. Creating a Culture of Healthy Clergy Leadership
8. Clergy Supply
9. General Financials/Staffing at Districts and Conference

FACT also has a referral statement for the WOC:

10. West Ohio Conference’s Task Forces

FACT concurs that the dilemmas described above are critical to the WOC’s future and that the potential solutions presented in this report deserve consideration. Our recommendations, in part, are significantly influenced by issues and suggestions identified by the WOC members. As mentioned throughout this engagement, FACT’s job is to listen and, where appropriate, help move the closed backroom discussions to the open front of the room and give them the light of day. In this way, issues can be properly vetted by the WOC, so the conference can prayerfully discern them and make fact-based decisions that help achieve the conference’s strategy as well as the mission of The United Methodist Church—to make disciples of Jesus Christ for the transformation of the world.

Additionally, our recommendations are based on several factors internal and external to the West Ohio Conference, including extensive research that involved analysis of the WOC data and processes, many e-mails and phone calls, our regular contact with other UMC conferences (including consideration of their successes and failures), as well as our experienced and diverse professional judgment.
FACT’s purpose is not to close churches or merge conferences; our focus is on assisting key bodies of the Church to both regain their vitality and be self-sustaining (living within their means and, as necessary, rightsizing their resources—including people and property—to fully fund their connectional obligations including apportionments, pensions, insurance, etc. and to harvest the mission field as we are called to do).

In our previous experience with other conferences, members involved in FACT engagements or members reading the results of the engagements are stunned at some of the findings and recommendations. Some react with a sense of urgency; others react defensively; and, to some extent, many feel overwhelmed. To the latter, rest assured: throughout our extensive work with the good people of the WOC and throughout the Connection, given the will, we have not encountered any hurdle that cannot be cleared by the grace of God. These matters can and have been addressed before. Often what is needed most is leadership (at all levels) and courage to make the tough decisions, lest we continue to do the same ineffective things over and over again, foolishly expecting different outcomes.

Please be assured that we are not asking you to abandon your own recommendations and good works in progress to solely run with the FACT recommendations. Rather, we are challenging you to rethink some of your efforts in light of our current recommendations and your ultimate strategy. That is: assess if your current ministries and efforts are in alignment with the best manner in which to get to where you want and need to be and, if so, connect and prioritize them with the FACT recommendations for optimal effectiveness. Also, based on human nature and experience with other conferences, we intentionally suggest tight time frames. In addition to the demonstrated need for urgency as seen in the “UMC Realities” video, this strategy has proven to be one of the most effective tools to maintain and build upon the positive momentum generated by the FACT meetings and report.

Bishop Palmer is prepared to continue to address these dilemmas and the following recommendations in order to optimize the WOC’s investment of prayers, presence, gifts, service and witness in its own conference and the Connection, and anticipates discerning if a critical mass of conference leadership claims these dilemmas, and directionally embraces these recommendations.

The financial impact of these recommendations being properly implemented is substantial: timely implementation helps ensure that all resources—people, property and money—are optimally put to work, creating a high-performance organization which builds on itself in a positive way as the costly, ineffective ways are replaced with missional and financial discipline.

1. Reaching New People/Growth

We considered the question: How do we reach new people and grow? Statistical data shows that the WOC is declining in membership, attendance and availability of financial resources. This dilemma of decline has dual impact:

- It prevents missional and evangelistic outreach to neighborhoods that have different demographic profiles than existing congregations.
- It prevents planting of new congregations, which under current practices require large financial outlays for staff and property prior to even determining the viability for a new faith community.

**Recommendation #1: Focus on cultural change and address decline mentality.**

To address this dilemma, FACT recommends that the WOC recognize that if the management of decline mentality continues, the financial implications are severe. The first step in addressing any problem is to honestly recognize that there is a problem. Most already know that membership and attendance have
declined significantly; but based on what God calls us to do, how many truly see those declines as a
problem, and are willing to step up and be a part of its solution? The WOC must also recognize that
addressing this dilemma requires that persons with authority call for cultural change, train for cultural
change, make decisions for cultural change, and support cultural change. To change the culture of the
majority of congregations in the conference from serving those already participating in their local
church to serving those not yet reached by the local church requires those in authority to demonstrate
a singular purpose in their leadership: outreach for growth.

Recommendation #2: Determine optimal, number and ratio of DSs for local churches and DSs to
number of clergy to provide the appropriate level of supervision and mentoring.

Within the United Methodist Connection, there are those who have authority to institute and manage
change. Those in authority to institute and manage change include: the bishop, district superintendents
and pastors in charge in local churches. FACT is aware of the task force that is assessing the
consequences of reducing the number of districts. FACT recommends that this committee carefully
review how supervision of ministry has been affected by this reduction. To address the dilemma of
decline, there must be unanimous consent and effort by the bishop and district superintendents as well
as adequate and aggressive supervision of local church pastors in charge. Crucial questions include:

- Are the bishops and district superintendents committed to foster growth rather than decline?
- Is the number of district superintendents adequate to supervise local church pastors toward
management of growth rather than decline?

Recommendation #3: Engage each local church in discussion regarding growth, mission and resources.
Failure to take the first step is often the reason the journey of change never takes place. FACT
recommends, as the first step, that in 2014-15 every local church in the WOC (either as a church
conference or another’s called meeting of local church leaders) have a one-hour experience in which:

- The present culture of chaplaincy ministry; the care for those already participating in the local
church; and the accompanying decline in membership, attendance, and availability of financial
resources are named and claimed;
- The alternative of missional and evangelistic outreach to neighborhoods and community of the local
church is identified and explored; and
- A time for discussion and questions by the laity is provided.

FACT recommends that a short video presentation by the bishop be a component of this experience and
that these events be led by district superintendents.

This first step will enable all local church leaders, all pastors in charge and superintendents to be present at
initial discussion of the necessity for major cultural change in the WOC. Next steps beyond these events to
build on the initial action can be determined after these preliminary discussions are completed.

It is clear that the WOC needs to initiate a focus on the dilemma of outreach and growth in the near-
term, addressing this dilemma explicitly with the WOC strategic plan (see below for Conference
Vision/Strategic Plan.) It is also clear that unaddressed, a financial crisis will occur in which first there
will be a lack of financial resources to pay the bills and then soon there will be no bills to pay.
2. Building Trust

The WOC respondents report that there is a lack of trust in the conference and many local churches. Much of this distrust appears targeted at the annual conference organization and its leaders. A lack of trust results in the breakdown in relationships among local churches and between local churches and the conference, and thus what they could achieve together.

Two drivers cause a trust deficit in United Methodist conferences (not unique to the WOC alone):

- A lack of understanding of United Methodist ethos, or an outright rejection of UMC ethos; and
- A perception, lingering in the minds of some, of specific untrustworthy behaviors and lapses in procedural transparency.

**United Methodist ethos:** Often this lack of understanding or rejection of United Methodist practices is a result of seminary training omitting this subject, local pastors training omitting this subject and orientation for local church membership omitting this subject for consideration.

FACT is aware that there are many excellent resources concerning United Methodist ethos that can be utilized by the annual conference in a strategy of education and training concerning United Methodist ethos. It is clear to FACT that in the WOC no entity or organization has the responsibility for this crucial understanding permeating the life of the conference and its churches. Without this understanding, elements of the United Methodist Connection, such as: 1) United Methodists are a sent community; bishops are sent to conferences, pastors to congregations, and laity sent to the world to serve; 2) United Methodists have three places of church membership—council of bishops, annual conference, and local churches—where persons commit their prayers, presents, gifts, service and witness; 3) United Methodists are a part of a global church, not a national church; 4) United Methodists disperse authority rather than centralize authority; and 5) the United Methodist Connection is a horizontal connection to do more together than can be accomplished alone—it is not a vertical connection of local churches to the annual conference. The result of not understanding this ethos is the lack of trust. Assigned responsibilities are ambiguous and mutuality is not experienced. Both of these are essential for trust to be established.

To address this lack of trust dilemma, FACT recommends the following.

**Recommendation #1:** Maintain a permanent group to develop comprehensive training and educational strategy for pastors and laity concerning United Methodist ethos.

This responsibility could be assigned to either the existing entity (Crucible training program) or a new, permanent entity to be created specifically for this purpose. While Crucible is beginning the third year of existence and from what we understand has reached approximately 120 members, FACT did not hear significant mention of the program during the interview process or at the first meeting. An ongoing assessment of progress through participant feedback and measurable results of the program should be developed and implemented in short order. If the results determine that the program is successful, then annual review should be continued and the successes should be celebrated publicly. Significant resources are committed to this program, and it is a critical factor in the WOC overall success; therefore results should be shared with the entire conference.

It is important to distinguish United Methodist ethos from United Methodist doctrine and polity. The perceived lack of understanding of United Methodist ethos was one of the motivating factors for General Conference 1996 to establish orders in The United Methodist Church where clergy experience their church membership. The orders are one possibility to assume responsibility for this ethos.
educational and training program. The board of ministry is another possibility, although the board of ministry is often already overloaded with required responsibilities. Creating a new entity to develop ethos training and education offers a distinct advantage over using orders or the board of ministry (BOM). An effective new entity would involve lay leadership in this endeavor from the beginning.

FACT recommends that the appropriate representatives bring to the 2014 Annual Conference Session a report that includes not only the details of the efforts, but measurable progress on a year to year basis that allows for assessment of the value of the investment in the program and for training concerning United Methodist ethos. This report should outline and provide information as to whether the existing or new permanent entity or entities (if different for laity) will be assigned responsibility for planning and implementing a comprehensive educational and training program for clergy and laity concerning United Methodist practices of ministry and mission in the future.

**Trustworthiness and transparency:** A second approach to the problem of mistrust is using positive action to create a deliberate record of trustworthiness.

People distrust one another or their committees [Cabinet, Council on Finance and Administration (CF&A), BOM, Conference Board of Pensions (CBOP), et. al.], because they either feel the others are not being trustworthy or they don’t know why others act or decide as they do.

**Recommendation #2:** Intentionally view *every* action and word as an opportunity to demonstrate and build trust.

A remedy for a trust deficit cannot lie in demanding renewed trust from those whose trust has eroded. Trust is created when individuals choose to fill relationships with their own acts of trustworthiness—large and small—over time. No action or event is too insignificant to be an opportunity to build trust.

FACT recommends one of the best and easiest ways to overcome the trustworthy factor is to intentionally view *every* action, spoken word and written correspondence (including emails, texts, etc.) as an opportunity to demonstrate and build your or your committee’s trustworthiness by carrying out/delivering on/living up to your actions, spoken words and written correspondence, and in a timely manner. It is all about being straightforward and managing expectations (and if you can’t make the original “deadline,” let the other party know in advance, etc.)

**Recommendation #3:** Leverage trust gained from financial transparency.

A clear and high standard of transparency is relevant here. The interviews FACT conducted revealed widespread appreciation for significant improvement in financial transparency. Indeed, the WOC has experienced directly the positive consequences for the trustworthiness of the whole enterprise by enhancing the trustworthiness of one aspect: its financial transparency. Using that telling example, the WOC should extend that learning to other aspects of its work.

**Recommendation #4:** Explain why, not just what.

FACT also heard testimony that executive decisions have been announced without disclosure of their rationale; that is, “No one explained the why.” To the extent that the complaint was grounded in facts, applying the success of financial transparency to the practice of executive decision-making would help the work of the conference.

The standard for transparency is not “only as transparent as required,” but “how much more transparent can we make our organization’s processes?” Individuals and committees will often communicate the *what* but not the *why* of a particular decision or action. When underlying rationale is ignored or glossed over, our colleagues will often fill that void with wrong and often unpleasant information … that’s human nature.
FACT recommends three actions to overcome the second driver of mistrust in the WOC, the perceived trustworthiness deficit:

- Miss no opportunity to set reachable expectations and meet them.
- Leave constituents pleasantly surprised by the promptness with which you respond to inquiries and requests. Customer service work rules can be devised for the staff’s prompt responsiveness to all communications. Doing so will build trustworthiness for the good of the enterprise as a whole.
- Accompany many or most rules, procedures and executive actions with their rationale (the why) in succinct and understandable language.

These recommendations can begin immediately, with no cost, but plenty of trust in return!

It is clear to FACT that the WOC should waste no time to address this dilemma. An established foundation of trust will “pay dividends” across multiple areas of focus in the WOC. It is also clear to FACT that if trustworthiness is left, unaddressed, a financial crisis will occur in which apportionments will not be supported and the lack of trust will drive local churches and pastors to implement individualistic and independent strategies for mission and ministry.

3. Conference Vision/Strategic Plan

Despite the WOC’s decade-old, stated and publicized vision—“Every congregation is a healthy, growing, spiritually vital, risk-taking center for making and equipping disciples”—FACT heard loud and clear: “What is our compelling conference vision? Our mentality of ‘scarcity versus abundance’ specifically compels that we focus too much on the decline in our churches instead of on the idea that we could focus on growth rather than decline.” FACT also heard that the WOC was merely operating—that it was not united in where it wanted and needed to go.

For these reasons, FACT recommends that the WOC name and claim a compelling strategic plan, utilizing a task force consisting of a 50/50 mix of a dozen representative clergy and laity who are decisive and action-orientated. This task force will be helpful in implementing the strategic plan on January 1, 2014, and leading its achievement thereafter. The task force would be named by the bishop and conference lay leader, and will include key leadership from a broad base across the WOC, minimal representation by Conference Staff and representation at least from the CF&A and CBOP.

**Recommendation #1: Articulate the WOC’s vision and strategic plan.**

A vision and the recommended corresponding strategic plan are perhaps the most critical success factors of any successful organization, including UMC conferences. The vision and plan should align and drive all conference resources: human and financial. The vision and strategic plan must be well-communicated and well-known at all levels throughout the entire conference so all can be working to achieve the strategy—otherwise; their well-intentioned decisions may work against achieving strategic goals.
Recommendation #2: Create a strategic plan aligned with mission and vision.

What then is a strategic plan? Simply put, it’s the most efficient and effective way to get from where we are to where we want and need to be. Furthermore, the sooner we work on it, the easier it is to achieve (as shown in the following diagram):

There are four critical aspects of a successful strategic plan:

1. The strategic plan must be long term.
2. The strategic plan must not only be developed, but effectively communicated and implemented.
3. There must be a rolling five-year financial (operational) plan in alignment with the strategic plan.
4. There must be a comprehensive benefit funding plan (CBFP) as approved at General Conference 2012, as benefits are a significant part of a conference’s financial picture (approximately 52% in the WOC currently).

A long-term strategy is essential to getting everyone working together toward the same end. The unity around a shared strategic plan can compel change and trump the culture of not wanting to offend anyone. It should not cause members to offend one another, but it will drive open, urgent and productive discussions to address dilemmas in alignment with the strategy to help ensure that the mission is achieved. An effective strategy provides a line of sight to the realization of the WOC’s long-term goals.

Whatever the issue—from people to programs to budgets and everything related to them—the decisions practically answer themselves when put in the context of strategy. Does this or that decision support the strategy—that is, does it facilitate achievement? If not, the person is not hired or the ministry is not performed. At worst, misaligned resources are being used to delay the WOC from achieving its strategy now; at worst, indecisiveness could be keeping the conference from ever achieving it.

If the result of the decision supports the WOC in achieving its long-term strategy, then the question is asked if the conference can afford (aka “living within its means”) the person, ministry, etc., on a long-term, total-cost basis. If so, the decision is made and effectively implemented, measured and reassessed.
If this decision process says “no” to a person or ministry, etc., it doesn’t mean that the person or ministry lack worth; it just means their worth is not in alignment with the conference’s strategy, means or mission. The person or ministry may be better suited elsewhere, and it is in the best interest of all parties that all resources—be they human or capital—work where they are most effective. Setting a strategic plan is not rocket science, nor does it need to take several months to develop. Much of the necessary knowledge and work already exist within the WOC, its people and its various task forces over the years. The key is to draw this information out, formalize it, and effectively communicate throughout the entire conference and related communities.

**Recommendation #3: Develop a process for monitoring and measuring plan progress.**

In addition to alignment, as is true throughout this report, measurement is shown to be a critical success factor. More specifically, measurement of all that goes into a long-term strategic plan and budget is essential, with particular attention to which ministries are utilized, how impactful they are, their outcomes, how cost effective they are, etc. Once measured, these variables can be properly evaluated, and then fact-based decisions can be made—rather than the more common and rarely-if-ever fruitful “decisions based on hunches.” Transparency of decision-making is strengthened by effectively monitoring and measuring progress of the strategic plan’s desired outcomes.

The financial implications of this recommendation are enormous. If mission/vision/strategy are aligned, the motivation for local church laity to give is enhanced and conference leaders will have a common and transparent criterion on which to make decisions regarding the allocation of resources.

### 4. Apportionments

In 2012, the WOC saw a significant improvement in participation in apportionments: from a 71.3% payout in 2011 for all conference and general church funds, to a 75.9% payout in 2012—an increase of nearly $943,000 in receipts. In other words, each 1% increase in apportionment payouts translates to more than $200,000 in additional receipts for the conference.

Even more dramatic, giving from the WOC to general Church apportionments increased from a 65.4% payout in 2011 to 93.6% in 2012—an increase of more than $1 million. This increase was achieved through careful financial cash management, and we encourage the WOC to continue working with the local churches for the sustainable support for full connectional giving. More specifically, due to its importance and complexity, FACT recommends the CF&A and CBOP Chairs, within 90 days, host an informational and strategic session (perhaps half a day with lunch) with perhaps a dozen or two key clergy and laity leaders in the WOC, so all can fully see and understand how the Conference’s resources can affect them, and how their resources may affect the conference.

In the years to come, the WOC can and should build upon these successes by addressing issues related to the formula, connectional leadership and messaging around the apportionment covenant.

**The Apportionment Formula**

The WOC currently uses a formula employing statistics on membership and selected local church operating expenditures, weighted at a 1/3-to-2/3 ratio, respectively. As of 2012, about 1/3 of the annual conferences in the United States used a similar formula.

Although each annual conference should choose the formula that best meets their priorities and values, research by GCFA indicates that including membership in a formula is currently rare, and has a statistically significant suppressive effect upon local church membership. With membership included in the formula, local churches have good reason to keep their rolls clear of inactive members – which is
important. There is also some anecdotal evidence showing that, at least in isolated cases, local churches have been reluctant to have new people join membership for fear of the impact on apportionments. The apportionment formula currently used by the WOC may have inadvertently contributed to the long-term decline in membership seen in the conference.

The scenarios in the charts below are provided here not to give the conference a specific recommendation regarding formulas, but to offer some sense of the impact different formulas can have on how dollars are apportioned to differently-sized churches.

In examining the effect of the current formula, we noted it appears to have a greater impact on the smallest churches. Figure 1.1 below shows the amount apportioned to, and paid by, local churches in 2011 as a percentage of their total spending (with congregations divided by categories of attendance size).

**Fig. 1.1: Current Formula – Apportioned and Paid As a % of Total Spending, 2011**

As you can see, the amount paid by local churches as a percentage of total spending hovers slightly above 7% on average, while the amount apportioned declines from a high of 12.1% for the smallest churches (1-49 in attendance) to a low of 7.7% for some of the largest churches (750-999 in attendance).

Although the intent of the formula in using membership may have originally been to lessen the burden of apportionments on the smallest churches, the effect of the formula is the exact opposite. Figure 1.2 shows the impact if the conference used only the local church operating expenditures (including salaries, benefits, program and physical plant operating expenditures) stipulated in the current formula; in this case, the distribution of the amount apportioned as a percentage of total spending (the red bars) would have been more even across small and large churches.
1.2: Formulas Compared – Apportioned As a % of Total Spending, 2011

Shifting from an operating expenditures formula to a non-capital spending formula (total spending minus the amounts spent for capital improvements and debt service, i.e., the green bars) would shift the amounts to the largest churches even more. And using operating income (the purple bars), as reported on Section 1 of Statistical Table 3 (a standard annual report of conferences to GCF&A), moves an even greater amount of apportionments to the largest churches.

Fairness and equity in an apportionment formula are elusive goals, as these words represent perceptions instead of fixed, definable criteria. What is equitable to one church may seem unfair to another. The size of an increase or decrease, the presence—or lack—of understanding of the apportionment covenant, and even the perceptions surrounding the factors used in a formula all contribute to the acceptability of apportionment askings.

Recommendation #1: Authorize a working group to review apportionment formula.

FACT recommends that the CF&A authorize a working group, made up of no more than seven persons including CF&A members and others selected for their expertise, to review the apportionment formula and, if determined necessary, propose adjustments for consideration by the CF&A and then the annual conference. In making their study, the working group should pay special care to listen to the needs of all the WOC congregations. Past experience indicates that formulas are more likely to pass as proposed by a CF&A if their development has included a transparent, open and inclusive listening process. The goal for this working group, therefore, is not to determine fairness, but to determine what changes, if any, are needed to ensure that the formula is adequately assigning apportionments according to each congregation’s capacity for supporting its apportionment.

The Apportionment Covenant

Although participation in the apportionment covenant continues to improve in the WOC, FACT notes that the conference has had historically low rates of participation compared to the denomination at large. Whereas the WOC saw a 71.3% payout in 2011 (the most recent available data for all U.S. conferences), the denominational average was 84.4%. That year, the WOC ranked 58 of 59 conferences in the percentage paid on apportionments.
More worrisome, 12.6% of all the WOC churches paid $0 on apportionments in 2011, and just over 10% of churches paid $0 in 2012. Again, although the trend is improving, both years are more than double the national average of 4% of conference churches paying $0. There is no economic justification that we are aware of that explains why a church cannot pay at least a token amount to these causes. Churches paying nothing in apportionments can be indicative of congregationalism and or a sentiment of grievance and protest, which conference leadership must increase its efforts to address. Without addressing these issues, it is unlikely that any proposed changes will be adopted, and the resulting discussions and debate may only continue to embrace a negativity concerning apportionments. FACT recommends more and faster communications and efforts in teaching and demonstrating that apportionments are neither a tax nor quid pro quo; but in fact “connectional giving”!

We also note that while payouts on conference and general Church apportionments remain comparatively low, payouts on district apportionments are much higher. In 2011, congregations gave to their district apportionments at an 88.2% payout level; in 2012, the WOC gave more money to General Advance Specials than any other conference in the United States. Clearly, churches are ready and willing to give to causes; but in some churches, conference and district apportionments do not seem to be their highest benevolence priority.

**Recommendation #2: Examine leadership regarding conference appointments.**
FACT recommends that the members of your Extended Cabinet undertake a serious self-examination of their leadership on conference apportionments. Led by the bishop, the cabinet needs a frank and honest discussion of its perception of these connectional causes and what the cabinet is willing to do to improve perceptions and participation among local churches.

**Connectional Interpretation**
According to a GCFA study of local churches and their attitudes around apportionments, district superintendents serve as the primary representative of the denomination to local churches, and their leadership is key to increasing apportionment participation. DSs must be willing to promote the causes supported by the conference apportionments and be comfortable with regularly following up with their churches regardless of the payment of these funds. A schedule of recommended communications between DSs and their churches on apportionments can be provided from GCFA to the conference upon request.

Of course, the onus for apportionments promotion should not rest solely at the feet of the district superintendents. Developing a renewed culture around the apportionment covenant requires support from other conference leaders, especially among the laity. It also requires viewing these apportionments not as a burden, but as an opportunity for mission.

**Recommendation #3: Consider joining the GCFA/GBOD pilot to promote apportionments based on best practices.**
GCFA, in collaboration with the General Board of Discipleship (GBOD), is in the process of developing a plan for promotion of apportionments that uses some of the best practices of non-profit development work. Using these techniques—including the establishment of a clear compelling message, developing a network of leaders for face-to-face promotional work, and demonstrating the clear value of conference and denominational causes by telling stories of how lives have been changed and resources have been used wisely—FACT believes a conference can see a significant change in the way apportionments are viewed at all levels of the Connection, decreasing distance and improving trust at all levels. We encourage the West Ohio bishop to consider signing on as a pilot conference for this effort. More information can be provided upon request. FACT recognizes and understands that the Council of Development (COD) plays an important role in the WOC regarding stewardship education and cultivating generous givers and as such, the COD should continue with its important work.
5. Survival Focus

The written purpose of the WOC and its local congregation is to survive. This survival dilemma has strong financial implications. To survive is the epitome of self-serving institutions, which is a journey of institutional depression leading to apathy and demise.

FACT recognizes that this dilemma permeates all of the WOC’s other dilemmas. Therefore, it can easily be ignored or dismissed with the assumption that if the other dilemmas are addressed, the survival dilemma will no longer exist. However, there are indications that when the survival dilemma is named and claimed and finally addressed, the WOC’s other dilemmas lessen in intensity.

Recommendation #1: Consult with Oklahoma Annual Conference for strategic guidance to assess what it has learned from its efforts in this area and apply those learnings appropriately.

FACT is aware of another annual conference, similar in size to the WOC, which has addressed this issue. The Oklahoma Annual Conference—under the leadership of Bishop Robert Hayes Jr. and Craig Stinson, director of connectional ministries—has developed and implemented a strategy, based on research, which addresses the factors that prohibit a local congregation from being in mission and therefore adopting a survival mentality. This strategy involves a radical approach to appointed clergy leadership utilizing part-time local pastors, often bi-vocational pastors. This strategy recognizes that often congregations that are led by such leadership have more professions of faith, more missional self-understanding and more connection in their relationships than similar congregations served by full-time pastors often as a part of a multi-point church charge.

FACT recommends that the WOC cabinet consult with Craig Stinson to explore if this strategy can be a resource to stimulate a strategy in the WOC to address the survival focus of local churches.

Recommendation #2: Engage at the local church level to move from survival focus to missional focus.

The Oklahoma strategy assumes that this dilemma must be addressed at the local church level. It cannot be addressed at the annual conference level. Such a grass roots approach to change is needed in large annual conferences, such as the WOC, in which it is easy to assume that the annual conference is where change must begin because that is “where the action is.” The action (mission) or inaction (survival) is not at the annual conference. It is always at the local church, for that which is local is what is felt, whether it be pain (survival) or joy (mission).

6. Health Care and Benefits

The perspective of the benefit programs adopted by the WOC has proven to be a fascinating dilemma. While initially there were significant comments and discussions around the benefit plan structure, there were zero votes for the inclusion of this topic in the top priorities due to recent changes to the health plan for active clergy and the burden of cost on the local churches. Subsequent to FACT’s group session, there were five sidebar conversations in which the WOC participants stressed the significance of this topic area and expressed a desire for it to be addressed by FACT and the conference as a whole. Not surprisingly, there are very different viewpoints and perspectives.

The balancing act of the true cost of the benefit programs realized by the individuals and at the conference level vs. the appropriate benefit level for the individual is a struggle for any conference, but especially true here in the WOC where benefits have been viewed as an entitlement—part of the inherent compensation package—and therefore untouchable.
FACT applauds the WOC for focusing on and developing long-term perspectives relating to benefit decisions in the past. This has allowed the conference to be in an enviable position compared to many of the other conferences, specifically as it relates to the funding of the Pre-82 Plan and Post-Retirement Medical (PRM) benefits. Additionally, the fortitude demonstrated by the current leadership team to review benefit levels and make difficult and, in some cases, unpopular decisions, is critical in this challenging financial environment and ever-changing landscape of employee benefits. With Health Care Reform changes looming on the horizon, education and enlightenment for the WOC active and retired clergy will be needed. That said, we believe there is room for additional modifications to the benefit platform offered by the conference.

Retirement Plans

Based on the most recent actuarial valuation (2014 Minimum Contribution Basis), the Pre-82 Plan has a funded ratio of 123% with an asset status level of $18.7 million. The CBOP has established a policy that it will redirect surplus to current Clergy Retirement Security Program (CRSP) obligations to the fullest extent permitted. At the same time, the WOC direct bills for CRSP defined benefit (DB), defined contribution (DC) and the Comprehensive Protection Plan (CPP). What the WOC collects and does not need due to surplus redirection is used to continue to build a reserve for the post-retirement health care obligation and reduce the amount apportioned for subsidizing retiree health care.

The important item to note here is “funded status,” as it is a temporary measure tied to a specific date. Both assets and liabilities change over time due to various reasons, such as market volatility, demographic changes, potential benefit increases and potential surplus use. While currently at an overfunded level, the WOC has redirected more than $32 million since their policy of re-direction began back in 2007. Certainly a funded level of 162% and $58 million at its peak was a luxury that few conferences could afford. WOC must continue to recognize that redirection of surplus assets increases the possibility of contribution requirements at some point in the future. At December 31, 2012, the conference had $25.4 million in its clergy benefits reserve, which is designated for clergy pension and retiree health and, as mentioned later, there is currently a $52 million accumulated PRM obligation.

Recommendation #1: Schedule funding levels review with GBPHB for retirement plans.

The WOC’s treasurer and CBO should schedule a review session with GBPHB actuarial staff to review long-term conference funding levels, defined benefit corridor funding level concepts and WOC’s appetite to be in a position where Pre-82 funding would be required due to significant market movements. While the funding is currently available outside the plan, future conference decisions or commitments could impact that down the road. Excessive over-funding is not necessary and has been reduced, but still to be determined is what cushion level the WOC is comfortable with on a long-term basis. The CBOP should be brought into the discussion for final approval on the “appropriate” funding levels for the WOC.

With General Conference (effective 1/1/14) changing the CRSP defined benefit multiplier for earned years of service and reducing the CRSP defined contribution from 3% of plan compensation to 2%, it is important to encourage clergy to make a personal contribution of at least 1% to obtain the match and preferably more to the United Methodist Personal Investment Plan (UMPIP) to make up for the reduced DB benefit. This is especially important given that only 60% of U.S. full-time and part-time clergy currently contribute even 1% to UMPIP. The Book of Discipline requires regular participant education by the conference to ensure participant knowledge and utilization of the available tools and resources.
Recommendation #2: Establish ongoing communication and education program.
FACT recommends that the conference benefits office establish an ongoing communication and education program to put in place for the fall of 2013. The WOC’s communications/education would supplement the GBPHB’s general plan communications encouraging clergy to contribute to their retirement savings. This step should include conference office and other lay staff. GBPHB’s benefit educators’ team is available to provide support and assistance in the educational sessions for the WOC participants.

Post-Retirement Medical Benefits

The WOC has taken significant steps with the active health plan by moving to a consumer-driven health plan (CDHP) and by the uncoupling of the retiree health plan. Currently, there appears to be little discussion around the long term offerings of retiree medical benefits, other than being driven to meet the funding obligations annually and reaching the fully funded level in the near future. The conference has intentionally slowed the rate of contributions to the Clergy Benefits-Long Term Fund beginning in 2012 and is expected to do the same over the next few years. FACT recognizes that the WOC uncoupled the active and retiree health plans in January 2012, which in effect decreased the accumulated obligation to $52 million as of year-end 2012.

The WOC offers a Medicare Advantage Plan through Humana, containing low deductibles and out-of-pocket maximums (participant costs) and providing mainly 100% coverage thereafter; this translates into a very “rich” medical plan for retired clergy and spouses. There are only a handful of conferences in the denomination that still offer Medicare Advantage Plans, most having previously moved to Medicare Supplemental plans and more recently to individual plans (away from fully insured or self-insured group plans) with a progressive level of conference funding (based on years of service) into a Health Reimbursement Account (HRA). There are also seven conferences that offer access to retiree health benefits, but no funding levels to offset the cost of the insurance.

Approximately half of the UMC conferences use HealthFlex, which is the comprehensive health benefit program of the General Board of Pension and Health Benefits. Beginning in 2012, GBPHB partnered with Extend Health, the nation’s largest private Medicare exchange that allows Medicare-eligible individuals from group health plans to choose individual medical and prescription plans. At least 17 conferences will be on that platform by 2014. This will leave 5 conferences that will move to an Extend Health or stipend type of program, adopt a group plan or not offer retiree health benefits in 2015, as the retiree health plan will no longer be offered by GBPHB beginning in 2015. The conferences that have direct relationships and plans with individual insurance companies, such as the WOC, appear to be moving more slowly in their assessment of retiree health benefits, but many are currently saddled with large unfunded obligations that are not actively being addressed, certainly to the extent that the West Ohio Conference has. Many are utilizing a Medicare Supplemental Plan, with a wide disparity of conference funding vs. participant funding levels and specific plan provisions.

Recommendation #3: Review post-retirement medical benefits.
FACT suggests that the time is right to conduct a comprehensive review of the WOC’s PRM benefit package, especially in light of the changing landscape of health benefits, the Affordable Care Act (federal health care reform), and the WOC’s recent and dramatic changes to its health plan for actively working clergy. While there has been great focus and efforts to ensure adequate funding levels for the PRM, a “step back” is in order to evaluate benefit levels. This ultimately may allow for resources previously identified for benefits to be strategically redirected for other purposes to support the WOC’s new established vision. FACT recommends that this effort be led by the WOC’s CFO, director of administration and CBO, with review by CBOP and CF&A.
Active Health Care and Benefits

The adoption of Medical Mutual of Ohio’s CDHP for plan year 2012 for the active members has proven to be a significant issue across the conference. While clearly the marketplace is moving to consumer-driven plans to make more conscientious and educated health care consumers, the significant move to a single option plan with deductible limits of $5,000/$10,000 along with health savings account (HSAs) funding of $2,000/$4,000 has created some real concerns of clergy affordability across the conference. While FACT applauds the introduction of CDHP plans, the move to exclusivity requires significant participant communications, trust with the conference leadership, relative balance of costs to the participants, and an environment that will be more welcoming to benefit changes than what appears to be resident in the WOC. Comments were made by individuals that this new plan was just dropped on them without knowing or understanding the “whys.”

The WOC is leading-edge in terms of moving to an exclusive consumer-driven health plan when comparing active health plans to the denomination. However, as mentioned earlier, this is the trend and many of the conferences will be moving in this direction in the near future.

As a result, FACT would not suggest radical plan changes or reversing directions and moving away from a CDHP plan. At this point, however, additional communications, empathy and possibly some level of financial support may be needed. Review of funding levels for existing HSAs to address concerns of the WOC participants that are feeling the effects of the move to a high-deductible plan would be warranted and go a long way to easing the burden felt by many of the participants.

Integrated Wellness Program

*Do you not know that your body is a temple of the Holy Spirit within you, which you have from God, and that you are not your own? For you were bought with a price; therefore glorify God in your body.*

—1 Corinthians 6:19-20 (NRSV)

Recommendation #4: Integrate wellness components into health plan design; promote conference-wide health focus.

Along with focusing on the communities and growing the ministry, the WOC needs to educate its clergy on staying healthy with a role for various WOC entities as discussed under “Creating a Culture of Health Clergy Leadership.” United Methodist clergy suffer from health problems that take them away from their mission. Based on the 2013 Center for Health Survey Report ([http://www.gbophb.org/userfiles/file/health/CFH/2013_Clergy_Health_Survey_Report.pdf](http://www.gbophb.org/userfiles/file/health/CFH/2013_Clergy_Health_Survey_Report.pdf)), key findings across the denomination include:

- 40% of respondents are obese and 39% are overweight—much higher percentages than a demographically-matched sample of U.S. adults;
- Nearly 51% have high cholesterol, also much higher than comparable benchmarks;
- 5% suffer from depression; and
- 26% of all clergy have at least some functional difficulty from depressive symptoms. UMC clergy have high rates of borderline hypertension, borderline diabetes and asthma.

It can be assumed that the WOC clergy face health issues similar to the denomination-wide survey findings.
With WOC’s high-deductible health plan, it is important to have a wellness program implemented conference-wide to encourage overall clergy health. Simple things like establishing a health and wellness web page, stressing healthy office and church food choices (including pot lucks), and adopting a walking program can support and emphasize health improvement. Currently, the WOC does not use a health risk assessment as a component of its health plan. Such an assessment can be integrated with healthy lifestyle coaching and chronic condition management as wellness components to drive better health of plan participants. Indeed, based on the 2012 Center for Health Awareness Tool (CHAT), approximately 70% of plan sponsors across the denomination offer a health risk assessment, with 75% of those sponsors providing incentives or disincentives for completion of the health risk assessment. Additionally, more than 90% of those sponsors offer programs to manage the risks identified in the assessment. See the health plan suggestions below for “Creating a Culture of Healthy Clergy Leadership” as well various health and wellness resources identified for use in the WOC.

From the top down, the conference needs to establish leadership groups, which could be created at the district or church level. Efforts should be made to establish groups that would be willing to sponsor health groups or exercise programs. An example would be a walking program that would use pedometers and would encourage participation by having either incentives such as a contest or monetary rewards to get the plan participants excited about getting healthy and staying healthy.

A conference-wide push is very accessible and has a relatively low cost. Focusing on clergy health and getting clergy, spouses and families involved will help the awareness of various ways to become and stay healthy—thereby minimizing clergy’s use of their high-deductible health care plan.

In addition to a wellness program, the conference currently sponsors blood testing (biometric screening) to identify potential problems and once again to heighten the awareness of staying healthy. A reduced rate or a reduction of the deductible could be offered for participating in the blood testing, thus fully integrating this wellness component in the health plan design.

**Health Care Reform Support**

**Recommendation #5: Explore use of GBPHB resources to supplement a consulting firm to lead the WOC through the complexities of Health Care Reform.**

The WOC is currently not utilizing a consultant to assist them with Health Care Reform (HCR) and the specifics of the Affordable Care Act (ACA). Many of the conferences that have health insurance outside of GBPHB’s HealthFlex have budgeted funds for a retainer-based consultant contract to provide direction and counsel as to the ongoing changes and complexities of the ACA. FACT would suggest that such an approach be considered for the WOC. Additionally, using the services of GBPHB for HCR should be considered as a supplement to your consulting partner. Following is a brief summary of what GBPHB can provide related to ACA compliance:

**Population Analysis Model** – A population analysis spreadsheet based on reasonable assumptions of the Affordable Care Act operation and populated with WOC’s specific data—including clergy compensation data from the General Board’s database and health plan premium contribution share (participant coverage share) from the annual conference.


**Annual Conference Consultations (small group)** – Additional consultations with the WOC via web-conference or videoconference to review specific issues within the WOC and the analysis model results.
Contact the WOC’s conference liaison Patricia Gilleran at 847-866-4204 for information about GBPHB’s HCR consulting.

7. Creating a Culture of Healthy Clergy Leadership

The breakout group which initially named this dilemma cited five aspects of healthy clergy leadership:

- Physical, mental and spiritual health
- Financial health in the context of health insurance, compensation and debt
- Continuing professional development
- Confidence in retirement planning
- Exiting ineffective pastors with grace

Creating a culture change typically involves changing the thinking and behaviors of many individuals, an effort likely requiring both education/information and motivation/inspiration.

Recommendation #1: Engage Staff/Pastor-Parish Relations Committees (S/PPRCs) to promote culture of health.

- Include a health goal, worked out in discussion between the pastor and committee, as one of the pastor’s areas for evaluation. (For clergy already healthy and practicing good wellness habits, the goal can be to continue those practices.)
- Train committee members on the 13 clergy health factors identified by Church Systems Task Force research (see background and explanation following)

The Center for Health (CFH) is developing a pilot for S/PPRCs to educate them and provide resources on the importance of clergy health for clergy and congregational vitality. FACT recommends that the WOC utilize Center for Health resources.

The 13 Clergy Health Factors

As stated in the May 2011 Church Systems Task Force (CSTF) report submitted to General Conference 2012:

*The Wesleyan way inextricably links the health of the Church with the health of its clergy. The leadership of healthy clergy is essential for vital local churches and vibrant mission in the world...Improving clergy health strengthens our ministry...*

*In the Gospel of John, Jesus tells us that he came to bring us abundant life. Health in all its dimensions is at the very center of living abundantly. An abundant life requires a healthy spirit, mind and body, and the financial resources to sustain it.*

CSTF research identified 13 factors that are highly correlated with clergy health, differentiating clergy who are healthy from those who are unhealthy. The 13 factors identify sources of stress, challenges to maintaining physical health, obstacles to emotional health, impacts upon social health, the importance of spiritual health and the influence of finances. Individuals who are able to manage and address these factors tend to be healthier.
GBPHB’s Center for Health has mapped the 13 factors across multiple dimensions of health.

### Thirteen Key Factors for Healthy Church Leaders

<table>
<thead>
<tr>
<th>Thirteen Factors That Influence Clergy Health</th>
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<tr>
<td>Stresses of the Appointment System</td>
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#### Dimensions of Health

- Physical
- Emotional
- Spiritual
- Social
- Financial

Colors are associated with the five dimensions of health on the left. A colored box in a column indicates a link between the dimension of health and the clergy health factor in the top row.

Download a PDF of the 13 Key Factors and the 5 Dimensions of Health chart at [http://www.gbophb.org/userfiles/file/health/CFH/13-key-factors03.pdf](http://www.gbophb.org/userfiles/file/health/CFH/13-key-factors03.pdf).

**Recommendation #2: Engage district superintendents/cabinets to promote culture of health.**

This recommendation includes several components:

1. Provide training for district superintendents on the 13 clergy health factors.
2. Encourage DSs to set personal health goals to lead by example, with accountability to other cabinet members.
3. Ask DSs to have pastors report on progress toward health improvement goals worked out with their S/PPRCs; areas for focus may come from those identified from the General Board of Higher Education and Ministry’s (GBHEM’s) Clergy Effectiveness Tool (see “Resources and Additional Information”) for Self-Development:
   a. Physical fitness
   b. Maintaining balance between time for self, family and congregants
   c. Maintaining a disciplined life of prayer and personal devotion
   d. Cultivating home and personal life
   e. Participating in support groups such as covenant groups and prayer circles
f. Setting and maintaining personal boundaries  
g. Developing personal support systems (e.g., covenant groups and prayer teams)  

**Recommendation #3: Engage Conference Board of Ordained Ministry and District Committees on Ordained Ministry to promote a culture of health.**  

This recommendation also includes several components:  

- Emphasize the importance of multi-dimensional health and provide health/wellness resources during the provisional period, in the licensing process for local pastor and in continuing education for all clergy (see “Resources and Additional Information”).  
- Train mentors on the 13 clergy health factors; assure they are equipped with or have access to clergy health and wellness resources to support the clergy they are mentoring in maintaining or improving health in all its dimensions.  
- In conjunction with the Conference Board of Pensions, offer seminars or other educational events to support clergy in retirement planning, management of personal finances, and overall health and wellness. GBPHB’s benefits educators team can help lead or support such events.  

**Recommendation #4: Enhance the conference health plan with wellness components.**  

- Consider the addition of wellness components to the conference health plan. Elements which are commonly cited for incenting improvements in healthy patterns and behaviors include:  
  a. Health risk assessment  
  b. Lifestyle coaching  
  c. Disease management  
  d. Walking or other exercise programs  
- Create financial incentives in the plan, if not already present, for preventive or wellness activities. Examples might include first-dollar coverage or reduced out-of-pocket costs for:  
  a. Annual wellness exam and blood work (biometric screening)  
  b. Periodic recommended screenings or tests based on age and/or gender  

Discounts or partial rebates for health club/gym memberships may also help change the culture toward healthier practices.  
- Although there have been attempts at this in the past, establish an employee assistance program (EAP) or an Office of Pastoral Care (as East Ohio and Iowa conferences have done well) to strengthen emotional support for clergy, help with work/life balance, and offer counseling for other matters or problems. Emphasis on the confidentiality of the program should be a critical component of the rollout to ensure utilization.  
- Consider identifying wellness navigators/ambassadors, in conjunction with the Center for Health (see “Resources and Additional Information”).  

**Recommendation #5: Provide a graceful exit process for ineffective clergy.**  
The placement of this recommendation in the “Creating a Culture of Healthy Clergy Leadership” section, rather than “Clergy Supply,” is intentional. It is as straightforward as healthy individuals make for healthy institutions! Clergy continuing to work in a vocation in which they are not effective, and therefore probably find frustrating and disappointing rather than fulfilling and life-giving, are usually harming their personal health as well as the vitality of the congregations to which they are appointed.
FACT recommends using the newly-implemented Voluntary Transition Program to help clergy who lack the gifts and abilities to be effective in ministry find other ways to live out their callings and earn their livelihood. See program details in the “Resources and Additional Information” section.

**Recommendation #6: Review clergy peer-based groups for continuing education and leadership learning.**

FACT recognizes that the WOC has deployed a clergy cluster system that is going through some review and modifications. Continued evaluation of the program is critical, with a look internally as well as looking outside the conference. FACT suggests the review for potential use of GBHEM’s Nurturing Innovative Clergy Leadership (NICL) program, a peer-based continuing education model to foster healthy clergy leadership. The goal of the program is to nurture healthy and competent UMC clergy. For more information about the program, contact the Clergy Lifelong Learning office at clergylifelonglearning@gbhem.org.

### 8. Clergy Supply

The number of full-time clergy to be appointed in the WOC exceeds the number of appointments that are self-supporting. Self-supporting is defined as having the ability to provide financial resources for the support of compensation without depleting resources needed for the commitment to mission, building and programs. This dilemma has obvious financial implications. When full-time clergy are appointed to less-than-full-time appointments, there are two immediate financial consequences. First, often conference resources are called upon to provide compensation. The obvious source is equitable salary funds, but there are a variety of other strategies to subsidize such appointments. Second, other local church expenditures are curtailed. The most common are apportionments and local program. The first consequence has a negative impact of a congregational identity of dependency. Most congregations dislike this identity, especially when they do not choose this identity of dependency. The second consequence has a negative impact of the congregations existing for the sake of themselves, which promotes the pastoral role of chaplain to the congregation and the absence of missional purpose of the congregation.

FACT recognizes that this dilemma can lead to the devastating consequence of clericalism; that is, a situation where the conference exists for the sake of clergy rather than for the making of disciples for the transformation of the world.

For the WOC to address this dilemma, at least two standards must be set.

**Recommendation #1: Identify average attendance needed for self-supporting appointments.**

First, the average attendance needed for an appointment to be self-supporting must be identified. There are numerous studies available that indicate this number to be 125. Of course, exceptions can be made. However, only when standards are named and claimed can an organization make consistent decisions. Consistency is essential in a complex organization like the annual conference. Many entities make decisions which, isolated from one another, have created this dilemma. Only when a standard exists can decisions be made by various entities in an aligned and consistent manner, providing continuity and complementary relationships among all entities.

**Recommendation #2: Convene a task force to establish alternate standards for self-supporting appointments.**

A second standard needed is the percentage of a local church budget which is allocated for compensation while still enabling the local church to be in mission. There are many studies available which indicate what this percentage is for various categories of local churches.
FACT recommends that the bishop chair a short-term task force composed of an equal number of lay (not employed by the church) and clergy. The task of this group is to explore alternative standards and agree on the standards which are appropriate for the WOC. It is suggested that this standard be recommended to the 2014 annual conference session.

**Recommendation #3: Develop practices/policies to align with the agreed-upon standards.**

After standards are set, every group can develop practices and policies adhering to these standards. When standards are not held, the reason for exceptions must be stated and therefore defended. Without standards, decisions are made without having to be defended and the dilemma of the oversupply of clergy continues. When the dilemma of clergy supply continues, the spirit of making disciples for the transformation of the world is suffocated.

9. General Financials/Staffing at Districts and Conference

While the dilemmas that the WOC lifted up in our first meeting were more related to churches and clergy, FACT noted some additional areas of recommendation for the conference in our research.

Self-sustainability, both operationally (mission and ministry) and financially, are ultimately required of all, and even more so today in an environment of declining membership, offerings and reserves—if any. Although some individuals become uncomfortable when mixing money with ministry, the simple truth is that financial realities and ministry are ultimately and inexorably tied to one another. It takes resources, including money, to support one’s mission and ministry; and successful mission and ministry will help generate sustaining resources, including money. Listed below are some recommendations to help build toward and maintain financial sustainability and, in turn, sustainability of the WOC’s mission and ministry.

As part of our research, FACT reviewed the copies of the audited consolidated financial statements of the WOC and its affiliates for the years 2007-2012. We commend the conference on the overall positive trends in increasing net assets by $46.4 million from negative $35.7 million to $10.7 million over a five-year period. But there are some areas of the financial statements that we think merit a further review.

**Recommendation #1: Review camp operations.**

FACT compared the revenue financial statement line item “camp operations” to the expense financial statement line item “camp operations” and noted that in each year the expense exceeded the revenue, with the “losses” on operations ranging from a low ~$260K in 2009 to a high of ~$591K in 2012 (average loss per year calculating to ~$399K). The total loss was ~$2.4 million for these six years. In 2012, 3,059 persons used the camp (cost per person was ~$346 based on total expenses of $1,060K). There are three current camps in operation by the conference: Camp Otterbein, Camp Wesley and Camp Widewater. We are also aware of a fourth camp (Camp Asbury) under the control of two districts (Foothills and Shawnee Valley). Each camp’s operation will need a further review to evaluate its revenue streams and cost structure to determine how the losses are being incurred. A long-term plan for each camp will need to be created to show sustainability for future operations by increasing revenue (more campers, higher fees, etc.) and/or a reduction of expenses (more volunteers, less salaries, etc.). These deficits negatively impact other ministries that are in operation or could be but are not due to the drain of financial resources by the camps. The WOC leadership has shown its ability to make difficult decisions regarding camps. There are other conferences within the Connection that have sold camps and used the proceeds for other camps and other ministries. The WOC will need to discern its need to operate three camps (with four currently in the area), assess the overall financial picture of each camp, review efficiency and effectiveness of the camp mission and ministry, and determine its overall importance as compared to other areas of ministry such as new church starts and campus ministries.
Recommendation #2: Review reserves levels and create reserves policy.
Unrestricted net assets are negative for the six years of financial statements that we reviewed. The trend is very positive starting from a negative ~$43.3 million at December 31, 2007 down to a negative ~$709K at December 31, 2012. Unrestricted net assets that are liquid in nature are considered to be reserves. FACT realizes that further changes to the conference’s post-retirement health care benefits could have an immediate positive impact on the unrestricted net assets (as the obligations could be reduced further through plan design changes). Also, at the end of 2012, the WOC had 17 properties for sale with an estimated value of ~$1 million. The timely sale of these properties could also start to build the level of unrestricted net assets. FACT would like to see a larger positive amount of unrestricted net assets by the end of 2013, with some thought given as to what the target amount should be in the future.

A formal reserves policy could be created that supports the WOC’s mission and ministry. FACT recommends this policy document the amount of reserves to be maintained (both unrestricted and temporarily restricted, and liquid and illiquid) and how temporarily restricted funds can become unrestricted as needed. The policy would be linked to the annual budgeting process (including capital expenditures), as well as the five-year strategic planning process. The policy and planning would be monitored by the conference’s CF&A. This policy and plan would then be publicized across the conference to clearly show why the WOC needs reserves and why specific funds have been placed in reserves.

Recommendation #3: Increase transparency of revenues and their sources.
FACT also noted a large “miscellaneous” revenue line item of ~$1.7 million in the year ended December 31, 2012 “consolidated statement of activities and changes in net assets (deficit).” There was also a line item for “miscellaneous expenses” of ~$92K. In the footnotes, miscellaneous revenue is defined as non-operational and ancillary income consisting primarily of revenue generated from various events held throughout the year, rental income, and random monetary or property gift from owners. Since the miscellaneous revenue represents ~6% (previous years’ range was ~11-16%), it rises to a level that a reader of the statements would be interested in a more specific breakdown of the sources of the revenue. The conference CF&A can demonstrate its commitment to transparency by providing further details on the various sources of revenue in order of magnitude. The ~$92K of expenses is a reasonable amount where no further details would be necessary, although a short, generally descriptive sentence would add to the transparency.

Recommendation #4: Review district and conference staffing levels.
Continuing to look at the supplementary information to the financial statements with information by fund, FACT has some recommendations for the districts and the conference and their interrelationship.
It is a very good sign that the districts are all operating with positive net asset balances as of December 31, 2012. But these silos of net assets could be put to a more effective use through a coordinated, cooperative effort among the districts and the conference. FACT recommends an overall review of conference center and district staffing levels to determine if there is any duplication of effort or potential for job sharing. The goal here is to minimize administrative work where feasible so more resources could be used for mission and ministry. For example, apportionments being collected at each district could be sent directly to the conference in one consolidated bill and then the district portion could be paid back out with one wire transfer. A centralized approach toward cash receipts and disbursements such as a corporation “shared services” arrangement may have some merit versus the current situation with multiple district bookkeepers.

FACT understands that there may be historical reasons for past and current practices, but to say we are going to stick with something because we have always done it this way is not a strategic way to take
care of “God’s business.” There are conferences in the Connection that have used job-sharing for various roles within a jurisdiction and have been successful in providing the same missional benefits for its membership at a lower cost. While compared to other conferences in 2012, the WOC’s total membership vs. staffing and total churches vs. staffing are both at reasonable levels at the conference level, this comparison does not take into account the staffing levels at the district level, which are higher than what FACT has seen in other conferences. Only a detailed review of staffing levels at district level and the conference and their interdependence can measure their outcomes, efficacy and alignment with the conference’s vision and long-term strategic plan. Both blue ribbon committees need to consider these issues and their potential impact as they move forward.

10. Referral to the Task Forces

The WOC has recently convened two task forces—one to assess the efficacy of the district reorganization, and another to assess the efficacy of the conference center complex. FACT is happy to assist both committees and meanwhile offers some suggested thoughts for each committee (including the utilization of various demographic data and tools, which can profoundly impact current and future mission field “demand,” including the need for fewer or more local churches in the districts and conference).

Recommendation #1: Examine effect of district realignment

Kudos to the WOC for evaluating the results of its decisions, which allows the conference to build on its successes and learn from its missteps; and to adjust as appropriate, to keep in alignment with its evolving strategic plan.

One must consider the financial impacts of district reduction, as often district reduction is driven to adjust commensurately to declining membership. This makes sense provided the member-to-districts ratio was appropriate to begin with. More so, the reduction of districts is to achieve some financial savings by reducing the number of district superintendents, offices, etc. A recent study within the connection based on 1985 – 2007 data suggests that those savings are ultimately elusive, as the increase in workload on the surviving district superintendents means that there is less supervision and mentoring of local clergy, and this can ultimately and adversely affect the connections within the conference, and lead to reduced giving at and from the local churches.

One way conferences try to prevent these unintended consequences is by adding assistants to the district superintendents, as the WOC has. Thus, it’s important to see how those staffing changes have affected the direct (salaries and benefits) and indirect (giving) financial consequences on a long-term basis. This requires careful study, as it is both a quantitative and qualitative matter. That is, it is important to: 1) not only have the right number of people involved, but 2) have them in the proper positions, and 3) ensure they are performing properly (achieving results in support of the conference’s strategic plan).

Recommendation #2: Analyze Conference Center needs, opportunities and alignment with conference strategic plan.

The WOC currently enjoys and rents its beautiful Conference Center, which is a significant part of the conference, be it financially, operationally, symbolically, etc. A commission has been established to determine the conference’s long-term needs regarding such a facility. We applaud this review, as periodic reviews of facilities is a best practice to assure the Conference Center and all conference assets are working in alignment with the conference’s strategic plan.
Among many things to consider: what are the WOC’s current needs and, more importantly, what will the WOC’s future needs be? Obviously the future can be difficult to predict, thus flexibility is key to such studies. That is, it is important to have options for growth, via leases, or through ownership with capabilities of building on or up; rather than suffering from what too many organizations have suffered from—the myth of “build it and they will come,” but the reality that they do not come!

Staffing is also key. How much staff can be afforded, and how much staff is truly needed in helping achieve the strategic plan? What are the current and future roles of the conference staff and center?

Comprehensive analysis can help determine what is most effective: a strong conference center or more localized work in the districts (which appears to be happening in part of the WOC), without losing the importance of United Methodist connectionalism. Regardless of the source of good ideas and practices, sharing, not silos, are key to collaboration and spreading the best practices. As mentioned, this study will have many implications, including significant financial impacts on staffing and cost of ownership/leasing, etc. Therefore, it is especially critical that this analysis be very thorough (both wide and deep)!
In Closing

In this report, FACT has taken many of the WOC findings and condensed them accordingly. As the WOC members embrace the recommendations, come to own them and work to realize them, FACT will continue to partner with the WOC to provide additional information, counsel and support as appropriate—including a focused follow-up meeting with your leadership in Ohio during October to help evaluate and measure your progress.

This is your conference; thus the decisions and actions are rightly up to you. The conference is “church” and of God, and exists to advance the Christian biblical vision. Good News and New Life are at its heart. FACT will help in any way we can. Inaction by the WOC and/or referral by the WOC to an entity such as FACT are not options. The declines in membership, etc. of the WOC warrant a sense of urgency; action is needed to quickly arrest the conference’s decline and regain the vitality it once had ... and can have again. West Ohio Conference today is called to be a church worthy of its past.

FACT looks forward to continuing our partnership and helping to ultimately strengthen the WOC’s churches and membership. We are committed to helping create synergies for the long-term sustainability of the WOC, so that the WOC can be a successful model of growth and vitality for the denomination; this is your call to help lead the denomination. Be encouraged!

Respectfully submitted for the long-term viability and vitality of the West Ohio Conference, by helping to build disciples of Jesus Christ for the transformation of the world (with local churches providing the most significant arena through which disciple-making occurs),

FACT Members:

Bishop Bruce Blake (retired); and GBPHB and GCFA personnel: Brian Berg, Anne Borish, Scott Brewer, Paul Dirdak, Pat Gilleran, Dale Jones, Tim Koch, Ross Lundstrom and Dan O’Neill
Appendix

Active Health Care and Benefits

Consumer-driven health plans were the only type of health insurance plans that grew in 2012, according to an American Association of Preferred Provider Organizations (AAPPO) study. Among large employers—those with 500 or more employees—offerings of CDHP rose from 32% in 2011 to 36% in 2012. It is anticipated that 44% of employers are considering offering only high-deductible health plans for 2014. CDHPs are most popular in the Midwest, where they enrolled 19% percent of all covered employees. In the next five years, 40% of all employers expect to offer a CDHP.

CDHPs generally include one of two types of employee accounts: health savings accounts (HSAs) or health reimbursement accounts (HRAs). Plans with HSAs are the most common. As mentioned earlier, WOC provides an employer-funded health savings account: $2,000 for a single plan and $4,000 for family plans. This is a good way to help reduce the out-of-pocket costs, offsetting the plan’s high deductible amounts. HSAs can be rolled over from year to year, allowing a participant to accumulate funds without full usage.

Currently, approximately half of the UMC conferences use HealthFlex, (the comprehensive health insurance that is offered through GBPHB). To put some perspective on the utilization of CDHP for these conferences, only three have moved to CDHP as an exclusive option and nine are offering it as a plan option accompanied with an HRA. That said, the PPO and last remaining EPO plans will be eliminated based on the long range directional plan in 2016, resulting only in CDHP offerings.

Creating a Culture of Healthy Clergy Leadership

Resources and Additional Information

GBPHB and CFH have resources available to support and inform clergy health in a number of areas

GBPHB’s Center for Health

The Center for Health (http://www.gbophb.org/cfh) focuses on promoting vitality in mission and ministry by improving the health and well-being of clergy and lay workers of The United Methodist Church and their families. The Center for Health focuses on promoting vitality by improving five dimensions of health and well-being—physical, emotional, spiritual, social and financial—for clergy and lay workers. The Center for Health is unique in that its multi-dimensional health and wellness focus is specific to the UMC target population.

UMC Health Ministry Network

To help build and sustain ministry efforts, the Center for Health has partnered with the United Methodist Committee on Relief (UMCOR Health) to establish the UMC Health Ministry Network (http://www.gbophb.org/cfh/umchmn.asp ).
This unique initiative connects and educates individuals with existing health ministries or those interested in creating health ministries in congregations across the United States.

You can read the introductory booklet *Health Ministry for United Methodist Clergy and Congregations: Concepts of Health, Healing and Wholeness* ([http://www.gbophb.org/TheWell/Root/CFH/4380.pdf](http://www.gbophb.org/TheWell/Root/CFH/4380.pdf)). Contact the UMC Health Ministry Advisor to learn if there are parish nurses/health advocates in the WOC who are interested in working in your congregations and with your clergy: umchmadvisor@yahoo.com.

**Wellness Navigators/Ambassadors Network**

To allow best wellness practices to be shared between conferences, the Center for Health began building a Wellness Navigators/Ambassadors Network in 2012. You can read more about the Wellness Navigators/Ambassadors Network, including the steps to get started in your conference and guidelines for both the WNs and WAs in our brochure ([http://www.gbophb.org/TheWell/Root/CFH/4339.pdf](http://www.gbophb.org/TheWell/Root/CFH/4339.pdf)).

**Ernst & Young Financial Planning Services**

GBPHB has once again arranged to offer Ernst & Young Financial Planning Services this year at no charge to:

- active participants with an account balance,
- surviving spouses with an account balance, and
- terminated and retired participants with an account balance of at least $10,000.

Ernst & Young’s financial planners can provide confidential, objective guidance on:

- making investment decisions
- saving for retirement
- managing debt
- understanding tax issues
- evaluating insurance needs and options
- buying a home

**Voluntary Transition Program**

In reviewing the employment systems of The United Methodist Church, the CSTF determined that it can be difficult for clergy, who are in a covenantal relationship with the Church, to exit from ordained ministry. When combined with the nature of the covenant, call to ministry, and the impact on one’s identity and housing, much of a clergyperson’s worldly support may be provided in relationship to his or her ministry—therefore deterring individuals who no longer find ministry life-giving from exiting the ministry.

The Voluntary Transition Program provides clergy with a financially supported method for a grace-filled exit. The program is for eligible clergy who choose to withdraw from the ministry. The program was adopted at General Conference 2012. It became effective January 1, 2013 and will terminate December 31, 2020.
The following criteria are required for eligibility:

- Clergy person must be in good standing
- At least five years of service in full connection (i.e., elders or deacons)
- Active participation in the Comprehensive Protection Plan for five years immediately preceding separation from service
- Not being within two years of eligibility to retire under *The Book of Discipline* ¶358.2(b)
- Conference approval of participation in the program
- Withdrawal and surrender of credentials

For more detailed information, contact the WOC Benefits Officer.

**Clergy Effectiveness Tool**

GBHEM has been piloting with several conferences its Clergy Effectiveness Tool, developed after many years of research and development. The Tool design includes 13 distinct task clusters associated with highly effective clergy:

- Communication
- Preaching and Public Worship
- Self-Development
- Care-Giving
- Management
- Other Development
- Evangelism
- Fellowship
- Administrative
- Relationship Building
- Rituals and Sacraments
- UMC Connection
- Facility Construction

You can read more about GBHEM’s clergy effectiveness research in *Clergy Effectiveness: National Survey Results Summary* ([http://www.gbhem.org/sites/default/files/BOM_ClergyEffectivenessSummary2012.pdf](http://www.gbhem.org/sites/default/files/BOM_ClergyEffectivenessSummary2012.pdf)). Contact Myron Wingfield, GBHEM assistant general secretary, mwingfield@gbhem.org, for additional information.
## Attachments:

1. West Ohio Annual Conference Recommendations – 2nd Meeting on July 17, 2013
2. FACT Purpose
3. Critical Success Factors: Process
4. West Ohio FACT Engagement Recommendation: Reaching New People/Growth
5. West Ohio FACT Engagement Recommendation: Building Trust
6. West Ohio FACT Engagement Recommendation: Conference Vision/Strategic Plan
7. West Ohio FACT Engagement Recommendation: Apportionments
8. West Ohio FACT Engagement Recommendation: Survival Focus
9. West Ohio FACT Engagement Recommendation: Health Care and Benefits
10. West Ohio FACT Engagement Recommendation: Creating a Culture of Healthy Clergy Leadership
11. West Ohio FACT Engagement Recommendation: Clergy Supply
12. West Ohio FACT Engagement Recommendation: General Financials/Staffing at Districts and Conference
13. Critical Success Factors: People
15. FACT Purpose
16. West Ohio Conference / UMC FACT Slide Introduction
17. Survey/Interview Findings
18. Survey/Interview Findings: Financial
19. Survey/Interview Findings: Missional
20. Survey/Interview Findings: Conference Financial Strength
21. Survey/Interview Findings: Percent of Churches Strong, Stable and Weak
22. Survey/Interview Findings: Conference Stewardship
23. Survey/Interview Findings: Conference Transparency and Accessibility of Giving and Expenditures Information
24. Some Things to Remember
25. Church Demographics, Spending and Apportionments
26. Membership and Attendance
27. Membership and Attendance (Year-to-Year % Change)
28. Total Spending (Adjusted for Inflation)
29. 15-Year Change in Share of Spending As a % of Total Spending
30. Debt Per Attendee
31. % Paid on General Church Apportionments, WOC and US
32. % Paid on Conference and District Apportionments, by District
33. Apportionments by Decile
34. # of Churches by Decile
35. Average Attendance by Decile
36. Total Attendance by Decile
37. % Paid on All Funds by Decile

**FACT:** Partnering to provide a holistic financial review and be a resource to help achieve conference vitality and sustainability.
38. Shortfall by Decile
39. 10-Year Attendance Change by Decile
40. # of Churches Paying $0 by Decile
41. $ Unpaid by Churches Paying $0 by Decile
42. Sustainable Charges
43. Percentage vs. Church Size
44. Apportionments by Size
45. Demographics
46. Population Density (Per Square Mile) by County
47. Forecasted Population Change
48. Median Household Income
49. African-American Population
50. Hispanic Population
51. Clergy Age Trends
52. Clergy Appointments to Churches, Districts, Conference Staff
53. Cumulative Salaries for Appointments to Churches, District, Conference
54. Average Age of Clergy Appointed to Churches, Districts, Conference Staff
55. Early Retirement Age, Normal Retirement Age and Mandatory Retirement Age
56. Percentage of Clergy Under 35, 2010 to 2012
57. Percentage of Clergy by Age Group
58. Health and Disability
59. Health and Disability Cost Considerations
60. Health Plan Financials: Monthly Premium Rates
61. Health Plan Financials: 2011 Costs per Household
62. Health Risk Assessment
63. Disability Claims: 2012 Plan Year
64. Appendix
65. Spending Per Attendee (Adjusted for Inflation)
66. 15-Year Change in Spending (Adjusted for Inflation)
67. % Paid on General Church Apportionments
68. General Apportionments to WOC (Adjusted for Inflation)
69. General Apportionments Paid As % of Total Local Church Spending
70. % of Apportionments to General Church
71. Apportionments Paid/Attendee
72. Apportionments Paid As a % of Total Spending, by Decile
73. Conference Rankings
74. Rankings Per Church
75. Church Life
76. Spending Per Attendee
77. % of Total Expenditures (1 of 2)
78. % of Total Expenditures (2 of 2)
80. Wellness & Condition Support Resources (1 of 2)
81. Wellness & Condition Support Resources (2 of 2)
82. United — Connection?
83. End
New slides presented at the second face-to-face meeting

West Ohio Annual Conference Recommendations
July 17, 2013

Partnering to provide a holistic financial review and be a resource to help achieve conference vitality and sustainability
Chilean/West Ohio Conference
Critical Success Factors: Process

• Active, visible leadership
• Transparency
• Cooperation
• Steely determination
• Widespread support
• Sought external expertise
• Thought outside the box
• Simultaneous efforts

FACT Recommendations

Reaching New People/Growth

• Focus on cultural change and address decline mentality
• Determine optimal number of DSs and ratio: local churches, number of clergy
• Engage every local church in discussion: growth, mission, resources
FACT Recommendations

Building Trust

- Maintain permanent group on UMC ethos
- Intentionally view every action, spoken word and written correspondence as opportunity
- Leverage trust gained from financial transparency
- Explain *why*, not just *what*

FACT Recommendations

Conference Vision/Strategic Plan

- Develop strategic plan aligned with mission/vision
  - Reflective vs. reactionary vs. strategic
- Thoroughly communicate vision and strategic plan
- Implement strategic plan (and LT budget, CBFP)
  - ALL resources/decisions to support strategic plan
- Measure and evaluate progress; revise
FACT Recommendations

Apportionments

• Authorize working group to review apportionment formula

• Examine leadership regarding conference apportionments

• Consider joining GCFA/GBOD pilot

FACT Recommendations

Survival Focus

• Consult with Oklahoma Annual Conference for strategic direction

• Engage at local church level
**FACT Recommendations**

**Health Care and Benefits**

- Schedule Pre-82 funding level review with GBPHB actuarial staff
- Establish ongoing participant communication and education program
- Review post-retirement medical benefits
- Integrate wellness components into health plan design
- Consider GBPHB to supplement a newly hired Health Care Reform consultant

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**FACT Recommendations**

**Creating Culture of Healthy Clergy Leadership**

- Specify role for improving clergy health for particular groups
- Enhance conference health plan with wellness components
- Provide graceful exit process for ineffective clergy
- Review use of peer-based groups
FACT Recommendations

Clergy Supply

• Identify average attendance for self-supporting appointments
• Convene task force to establish alternate standards
• Develop practices/policies aligned with standards

FACT Recommendations

General Financials and Staffing at Districts and Conference Offices

• Review camp outcomes
• Write reserves policy and build reserves
• Increase transparency of sources and uses
  – Focus on self-sustainability
• Review district and conference staffing levels
Chilean/West Ohio Conference
Critical Success Factors: People

- Deep faith
- Strong
- United
- Cared for one another
- Remained positive
- Love was infectious
- Encouragement
- Gratitude

Slides presented at the first face-to-face meeting

West Ohio Annual Conference Data and Trends

May 29, 2013
Partnering to provide a holistic financial review and be a resource to help achieve conference vitality and sustainability

West Ohio Conference/UMC FACT

- What FACT is, what it does – and doesn’t do
- Ground rules: open, honest, constructive; participate!
- Denominational perspective, conference comparisons
- Today’s objectives:
  - Validate survey and interview input
  - Conference identifies and prioritizes top “dilemmas”
- Next steps
  - Today, hereafter
Survey/Interview Findings

Financial
- The need to improve apportionment levels—reach 100%
- Request to enhance tools, usability of financial information at the local church level
- Concern of staff and related expenses at the conference and district levels
- Impact and effect of the past district restructuring efforts is unclear
- Faithful local church stewardship is a year-round opportunity
- Strong current financial leadership, practices and transparency with process improvements underway
- Pensions, active and retiree health benefit levels are considered to be off limits (active due to the ‘12 plan change)
Survey/Interview Findings (cont.)

Missional
- Recognition that the local congregations must be better equipped for demographic and cultural change
- Need more church starts, including an intention to reach diverse communities and populations
- Essential to strengthen many local church’s outward focus to meet the needs of the missional field, not just the congregation’s needs
- Good results on focused international mission programs
- Consultation initiative (clergy and lay leaders) and clergy leadership development well-received
- Recruiting and training young clergy is significant

Conference Financial Strength

<table>
<thead>
<tr>
<th>Rating</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>1 - Excellent</td>
<td>3%</td>
</tr>
<tr>
<td>2 - Very Good</td>
<td>21%</td>
</tr>
<tr>
<td>3 - Good</td>
<td>59%</td>
</tr>
<tr>
<td>4 - Average</td>
<td>14%</td>
</tr>
<tr>
<td>5 - Below Average</td>
<td>3%</td>
</tr>
<tr>
<td>6 - Poor</td>
<td>0%</td>
</tr>
<tr>
<td>7 - Very Poor</td>
<td>0%</td>
</tr>
</tbody>
</table>

Mean | Median | Mode |
---|---|---|
2.9 | 3.0 | 3

N = 29
Percent of Churches Strong, Stable and Weak

- Strong, growing: 1 (81-100%), 8 (61-80%), 21 (41-60%), 8 (21-40%), 0 (0-20%)
- Stable, holding their own: 2 (81-100%), 11 (61-80%), 17 (41-60%), 7 (21-40%), 0 (0-20%)
- Weak, declining: 2 (81-100%), 9 (61-80%), 12 (41-60%), 7 (21-40%), 0 (0-20%)

N = 30

Conference Stewardship

- 1 - Excellent: 7% (Mean 3.2, Median 3.0, Mode 4)
- 2 - Very Good: 17%
- 3 - Good: 31%
- 4 - Average: 34%
- 5 - Below Average: 10%
- 6 - Poor: 0%
- 7 - Very Poor: 0%

N = 29
Conference Transparency & Accessibility of Giving & Expenditures Information

- **1 - Excellent:** 21%
- **2 - Very Good:** 25%
- **3 - Good:** 25%
- **4 - Average:** 18%
- **5 - Below Average:** 4%
- **6 - Poor:** 4%
- **7 - Very Poor:** 4%

<table>
<thead>
<tr>
<th>N = 28</th>
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</table>

**Mean** | **Median** | **Mode*** | 2.8 | 3.0 | 2 and 3 |

* Multiple modes

Some Things to Remember

- Perspective is from 35,000 ft.
- Data at this stage is generally better at raising question than generating answers.
- We will stop along the way for questions.
Church Demographics, Spending and Apportionments

Membership and Attendance

[Graph showing membership and attendance from 1974 to 2010]
Membership and Attendance
(Year-to-Year % Change)

Total Spending
(adjusted for inflation)
15-Year Change in Share of Spending as a % of Total Spending

<table>
<thead>
<tr>
<th>Lay Staff Compensation</th>
<th>Program</th>
<th>Operations</th>
<th>Vol Benevolences</th>
<th>Clergy</th>
<th>Total to AC + Reimbursement</th>
</tr>
</thead>
<tbody>
<tr>
<td>5%</td>
<td>0%</td>
<td>1%</td>
<td>-2%</td>
<td>-2%</td>
<td>-5%</td>
</tr>
</tbody>
</table>

Debt Per Attendee

- 1974: 542.37
- 1976: 862.54
% Paid on General Church Apportionments, WOC & US

% Paid on Conference and District Apportionments, by District

Shawnee Valley
Ohio River Valley
Northwest Plains
Miami Valley
Maumee Watershed
Foothills
Capitol Area South
Capitol Area North
### Apportionments by Decile

- Decile 1: $1,906,977
- Decile 2: $1,904,201
- Decile 3: $1,909,929
- Decile 4: $1,903,847
- Decile 5: $1,907,594
- Decile 6: $1,914,956
- Decile 7: $1,893,732
- Decile 8: $1,906,955
- Decile 9: $1,961,488
- Decile 10: $1,874,783

### # of Churches by Decile

- Decile 1: 489
- Decile 2: 186
- Decile 3: 119
- Decile 4: 85
- Decile 5: 63
- Decile 6: 45
- Decile 7: 34
- Decile 8: 26
- Decile 9: 19
- Decile 10: 9
% Paid on All Funds by Decile

Shortfall by Decile
10-Year Attendance Change, by Decile

-1,924, 1
-1,477, 2
-1,138, 3
-1,559, 4
-913, 5
-1,495, 6
-1,141, 7
-835, 8
327, 9
1,387, 10

# of Churches Paying $0 by Decile

1, 1
2, 23
3, 13
4, 6
5, 3
6, 2
7, 2
8, 0
9, 0
10, 0
$ Unpaid by Churches Paying $0 by Decile

Sustainable Charges

- Total Lead Pastor Appointments: 1,060
- Total Appointments with Attendance >100: 663
- Total Full-Time Appointments: 566
- Total Full-Time Appointments with Attendance >100: 228
Percentages vs. Church Size

<table>
<thead>
<tr>
<th>Church Size</th>
<th>Pension &amp; Health</th>
<th>Operations</th>
<th>Program</th>
<th>All Apportionments and Benevolence</th>
<th>Pastor Comp</th>
<th>Other Staff</th>
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</thead>
<tbody>
<tr>
<td>1-49</td>
<td>6%</td>
<td>28%</td>
<td>20%</td>
<td>25%</td>
<td>13%</td>
<td>5%</td>
</tr>
<tr>
<td>50-99</td>
<td>10%</td>
<td>22%</td>
<td>20%</td>
<td>25%</td>
<td>13%</td>
<td>12%</td>
</tr>
<tr>
<td>100-249</td>
<td>19%</td>
<td>15%</td>
<td>15%</td>
<td>25%</td>
<td>9%</td>
<td>15%</td>
</tr>
<tr>
<td>250-499</td>
<td>24%</td>
<td>14%</td>
<td>14%</td>
<td>25%</td>
<td>13%</td>
<td>16%</td>
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<td>28%</td>
<td>6%</td>
<td>6%</td>
<td>25%</td>
<td>4%</td>
<td>21%</td>
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<tr>
<td>750-999</td>
<td>25%</td>
<td>4%</td>
<td>3%</td>
<td>25%</td>
<td>4%</td>
<td>10%</td>
</tr>
<tr>
<td>1000+</td>
<td>35%</td>
<td>3%</td>
<td>3%</td>
<td>25%</td>
<td>9%</td>
<td>15%</td>
</tr>
</tbody>
</table>

FACT
Financial Advisory Consulting Team
Demographics

Population Density (Per Square Mile) by County (Dots Are Churches)

- Note the high frequency of churches in low population density counties
**Forecasted Population Change**

- Note: Green and blue are declining
- Many churches in declining rural areas

**Median Household Income**

- Contrast Appalachia to Suburbia
African-American Population

Hispanic Population
Clergy Age Trends
West Ohio Conference

These graphs show the number of clergy* who will reach various retirement ages during each calendar year. Here are the definitions (per Book of Discipline) of the retirement ages:

- **Normal Retirement**: 23 are eligible as of 1/1/12
  - Age 65 or 40 years of service**
- **Early Retirement**: 160 are eligible as of 1/1/12
  - Age 62 or 30 years of service**
  - Mandatory Retirement: 0 are eligible as of 1/1/12
  - Age 72

* Elders, deacons, and local pastors in CRSP-DB as of 1/1/2012
** Whichever is earlier

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**Percentage of Clergy Under 35, 2010 to 2012**

<table>
<thead>
<tr>
<th></th>
<th>Elders</th>
<th>Deacons</th>
<th>Local Pastors</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2012</td>
<td>2011</td>
<td>2010</td>
</tr>
<tr>
<td>West Ohio</td>
<td>2.41%</td>
<td>2.34%</td>
<td>2.40%</td>
</tr>
<tr>
<td>UMC - US</td>
<td>5.60%</td>
<td>5.61%</td>
<td>5.47%</td>
</tr>
</tbody>
</table>

---

Source: Clergy Age Trends in the United Methodist Church, 2012 Report
Lewis Center for Church Leadership, Wesley Theological School
### Percentage of Clergy by Age Group

<table>
<thead>
<tr>
<th></th>
<th>Elders</th>
<th></th>
<th>Deacons</th>
<th></th>
<th>Local Pastors</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Under 35</td>
<td>35 to 54</td>
<td>55 to 72</td>
<td>Under 35</td>
<td>35 to 54</td>
<td>55 to 72</td>
</tr>
<tr>
<td>West Ohio</td>
<td>2%</td>
<td>47%</td>
<td>51%</td>
<td>8%</td>
<td>42%</td>
<td>50%</td>
</tr>
<tr>
<td>UMC - US</td>
<td>5.6%</td>
<td>41.4%</td>
<td>53.0%</td>
<td>8.6%</td>
<td>41.4%</td>
<td>50.0%</td>
</tr>
</tbody>
</table>

Source: Clergy Age Trends in the United Methodist Church, 2012 Report, Lewis Center for Church Leadership, Wesley Theological School

### Health and Disability
Health and Disability Cost Considerations

- Reduction in health premiums in 2013 and 2012 from 2011 are result of change to a HDHP in 2012
- 2011 medical costs per household above denominational average
  - However, change in 2012 to HDHP expected to moderate claims costs
- No health risk assessment offered to identify participants for preventative health and condition management
- Disability metrics (e.g., incidence rates, duration) slightly worse than benchmarks

<table>
<thead>
<tr>
<th>Health Plan Financials: Monthly Premium Rates</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Single</strong></td>
</tr>
<tr>
<td>-----------</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td><strong>Family</strong></td>
</tr>
<tr>
<td><strong>Participant + Spouse/Child</strong></td>
</tr>
</tbody>
</table>

Note: Churches contribute to participants Health Savings Account as well as the premium.

Source: 2012 Center for Health Awareness Tool (CHAT) for 2011; WOC for 2012 and 2013
# Health Plan Financials: 2011 Costs per Household

<table>
<thead>
<tr>
<th></th>
<th>Medical</th>
<th>Rx</th>
<th>Combined</th>
</tr>
</thead>
<tbody>
<tr>
<td>West Ohio</td>
<td>$9,593</td>
<td>$2,635</td>
<td>$12,228</td>
</tr>
<tr>
<td>Denominational Average</td>
<td>$8,338</td>
<td>$2,918</td>
<td>$11,167</td>
</tr>
<tr>
<td>National Benchmark</td>
<td>$6,339</td>
<td>$1,413</td>
<td>$7,752</td>
</tr>
</tbody>
</table>

Source: 2012 Center for Health Awareness Tool (CHAT)

---

## Health Risk Assessment

<table>
<thead>
<tr>
<th></th>
<th>West Ohio</th>
<th>Denom. Average</th>
<th>National Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>HRA offered?</td>
<td>No</td>
<td>72%</td>
<td>70%</td>
</tr>
<tr>
<td>Incentives for completion/disincentive for non-completion</td>
<td>—</td>
<td>75%</td>
<td>37%</td>
</tr>
<tr>
<td>Programs offered to help manage risks identified in HRA?</td>
<td>—</td>
<td>93%</td>
<td>—</td>
</tr>
</tbody>
</table>

Source: 2012 Center for Health Awareness Tool (CHAT)
## Disability Claims: 2012 Plan Year

<table>
<thead>
<tr>
<th></th>
<th>West Ohio</th>
<th>CPP</th>
<th>Unum Comparable Book of Business</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Average Incidence Rate of Disability (% of Eligible Population)</strong></td>
<td>4.7%</td>
<td>4.4%</td>
<td>1%</td>
</tr>
<tr>
<td><strong>% of Claims on Disability Less Than or Greater Than 24 Months</strong></td>
<td>&lt;24 (13%) &gt;24 (87%)</td>
<td>&lt;24 (20%) &gt;24 (80%)</td>
<td>&lt;24 (38%) &gt;24 (62%)</td>
</tr>
<tr>
<td><strong>Average Duration of Open Claims (in Years)</strong></td>
<td>7.6</td>
<td>6.6</td>
<td>4.25</td>
</tr>
<tr>
<td><strong>Average Age of Claimant</strong></td>
<td>52.3</td>
<td>53.1</td>
<td>52.5</td>
</tr>
</tbody>
</table>

Note: A Total of 30 clergy with open claims

---

**Appendix**
Spending Per Attendee
(Adjusted for Inflation)

15-Year Change in Spending
(Adjusted for Inflation)
% Paid on General Church Apportionments

General Apportionments to WOC (Adjusted for Inflation)
General Apportionments Paid As % of Total Local Church Spending

% of Apportionments to General Church
Apportionments Paid/Attendee

1. 88.06
2. 95.87
3. 101.83
4. 118.22
5. 118.39
6. 121.84
7. 127.66
8. 155.98
9. 169.24
10. 146.43

Apportionments Paid As a % of Total Spending, by Decile

1. 8.0%
2. 6.8%
3. 5.9%
4. 6.3%
5. 6.8%
6. 6.4%
7. 6.3%
8. 7.5%
9. 8.1%
10. 7.4%
Conference Rankings

• Based upon 2011 statistical reports.
• For this analysis all 59 conferences were used.
• This is not intended for evaluative purposes, but it does provide some useful context.
• I promise we’re almost done.

Rankings Per Church

<table>
<thead>
<tr>
<th>Category</th>
<th>West Ohio</th>
<th>US</th>
<th>Conference vs. US</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attendees/Profession of Faith</td>
<td>15</td>
<td>25.3</td>
<td>22.2</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>3.2</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>14%</td>
</tr>
<tr>
<td>Attendees /Death</td>
<td>22</td>
<td>32.1</td>
<td>30.8</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>1.3</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>4%</td>
</tr>
<tr>
<td>Attendance as % of Membership</td>
<td>6</td>
<td>57.5%</td>
<td>40.4%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>17.1%</td>
</tr>
<tr>
<td>Attendees/Baptisms</td>
<td>33</td>
<td>29.5</td>
<td>30.8</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>(1.3)</td>
</tr>
<tr>
<td>% of Professions that are Adults</td>
<td>25</td>
<td>51.8%</td>
<td>47.7%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>4.2%</td>
</tr>
<tr>
<td>Diversity of Membership</td>
<td>39</td>
<td>3.3%</td>
<td>8.7%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>-5.5%</td>
</tr>
<tr>
<td>% Children in Christian formation</td>
<td>15</td>
<td>30.0%</td>
<td>27.1%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>2.9%</td>
</tr>
<tr>
<td>% Youth in Christian formation</td>
<td>41</td>
<td>15.0%</td>
<td>15.4%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>-0.4%</td>
</tr>
<tr>
<td>% Young Adults in Christian formation</td>
<td>27</td>
<td>6.6%</td>
<td>6.9%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>-0.2%</td>
</tr>
</tbody>
</table>
### Church Life

<table>
<thead>
<tr>
<th>Category</th>
<th>West Ohio</th>
<th>US</th>
<th>Conference vs. US</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Rank</td>
<td>Amount</td>
<td>Amount</td>
</tr>
<tr>
<td>Secured Debt/Attendee</td>
<td>38</td>
<td>821.04</td>
<td>1,121.36</td>
</tr>
<tr>
<td>Unsecured Debt/Attendee</td>
<td>32</td>
<td>41.50</td>
<td>66.59</td>
</tr>
<tr>
<td>Apportioned/Attendee</td>
<td>46</td>
<td>171.87</td>
<td>209.54</td>
</tr>
<tr>
<td>Apportionment Paid/Attendee</td>
<td>55</td>
<td>122.59</td>
<td>177.04</td>
</tr>
<tr>
<td>Benevolence Paid/Attendee</td>
<td>41</td>
<td>527.77</td>
<td>611.99</td>
</tr>
<tr>
<td>Non-UM Benevolence Paid/Attendee</td>
<td>20</td>
<td>62.47</td>
<td>66.35</td>
</tr>
<tr>
<td>Direct-Billed Pension Paid/Attendee</td>
<td>43</td>
<td>39.33</td>
<td>53.82</td>
</tr>
<tr>
<td>Direct-Billed Health Paid/Attendee</td>
<td>31</td>
<td>61.99</td>
<td>57.78</td>
</tr>
</tbody>
</table>

### Spending Per Attendee

<table>
<thead>
<tr>
<th>Category</th>
<th>West Ohio</th>
<th>US</th>
<th>Conference vs. US</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Rank</td>
<td>Amount</td>
<td>Amount</td>
</tr>
<tr>
<td>Clergy Compensation/Attendee</td>
<td>49</td>
<td>359.33</td>
<td>397.01</td>
</tr>
<tr>
<td>Staff Compensation/Attendee</td>
<td>44</td>
<td>340.95</td>
<td>424.87</td>
</tr>
<tr>
<td>Program Cost/Attendee</td>
<td>44</td>
<td>80.33</td>
<td>101.07</td>
</tr>
<tr>
<td>Operating Cost/Attendee</td>
<td>44</td>
<td>319.62</td>
<td>358.81</td>
</tr>
<tr>
<td>Paid on Debt/Attendee</td>
<td>32</td>
<td>145.78</td>
<td>169.67</td>
</tr>
<tr>
<td>Capital Expenditures/Attendee</td>
<td>27</td>
<td>170.27</td>
<td>184.01</td>
</tr>
<tr>
<td>Grand Total Paid/Attendee</td>
<td>48</td>
<td>1,760.23</td>
<td>2,048.54</td>
</tr>
<tr>
<td>Non-Capital Spending/Attendee</td>
<td>52</td>
<td>1,444.18</td>
<td>1,694.86</td>
</tr>
</tbody>
</table>
### % of Total Expenditures

<table>
<thead>
<tr>
<th>Category</th>
<th>West Ohio</th>
<th>US</th>
<th>Conference vs. US</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secured Debt as a % of Total Spending</td>
<td>33</td>
<td>46.6%</td>
<td>54.7% -8.1%</td>
</tr>
<tr>
<td>Unsecured Debt as a % of Total Spending</td>
<td>26</td>
<td>2.4%</td>
<td>3.3% -0.9%</td>
</tr>
<tr>
<td>Apportioned as a % of Total Spending</td>
<td>37</td>
<td>9.8%</td>
<td>10.2% -0.5%</td>
</tr>
<tr>
<td>Apportionment Paid as a % of Total Spending</td>
<td>50</td>
<td>7.0%</td>
<td>8.6% -1.7%</td>
</tr>
<tr>
<td>Benevolence Paid as a % of Total Spending</td>
<td>25</td>
<td>30.0%</td>
<td>29.9% 0.1%</td>
</tr>
<tr>
<td>Non-UM Benevolence Paid as a % of Total Spending</td>
<td>15</td>
<td>3.5%</td>
<td>3.2% 0.3%</td>
</tr>
<tr>
<td>Direct-Billed Pension Paid as a % of Total Spending</td>
<td>39</td>
<td>2.2%</td>
<td>2.6% -0.4%</td>
</tr>
<tr>
<td>Direct-Billed Health Paid as a % of Total Spending</td>
<td>27</td>
<td>3.5%</td>
<td>2.8% 0.7%</td>
</tr>
</tbody>
</table>

### % of Total Expenditures (cont.)

<table>
<thead>
<tr>
<th>Category</th>
<th>West Ohio</th>
<th>US</th>
<th>Conference vs. US</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clergy Compensation as a % of Total Spending</td>
<td>34</td>
<td>20.4%</td>
<td>19.4% 1.0%</td>
</tr>
<tr>
<td>Staff Compensation as a % of Total Spending</td>
<td>32</td>
<td>19.4%</td>
<td>20.7% -1.4%</td>
</tr>
<tr>
<td>Program Cost as a % of Total Spending</td>
<td>35</td>
<td>4.6%</td>
<td>4.9% -0.4%</td>
</tr>
<tr>
<td>Operating Cost as a % of Total Spending</td>
<td>28</td>
<td>18.2%</td>
<td>17.5% 0.6%</td>
</tr>
<tr>
<td>Paid on Debt as a % of Total Spending</td>
<td>24</td>
<td>8.3%</td>
<td>8.3% 0.0%</td>
</tr>
<tr>
<td>Capital Expenditures as a % of Total Spending</td>
<td>14</td>
<td>9.7%</td>
<td>9.0% 0.7%</td>
</tr>
<tr>
<td>Non-Capital Spending as a % of Total Spending</td>
<td>41</td>
<td>82.0%</td>
<td>82.7% -0.7%</td>
</tr>
</tbody>
</table>
Another look at Population Density: This is by Zip Code

- Note the hottest areas are exurban
- Formerly rural churches may not handle the growth

Wellness & Condition Support Resources
West Ohio Conference does not offer the following:

<table>
<thead>
<tr>
<th>Service</th>
<th>Denominational Average</th>
</tr>
</thead>
</table>
| Employee assistance programs (e.g. emotional counseling, work/life services) | 71% Health Plan  
5% Both  
19% Not offered  
5% Plan Sponsor |
| Financial planning assistance        | 33% Both  
38% Health Plan  
24% Not offered  
5% Plan Sponsor |
## Wellness & Condition Support Resources (cont.)

West Ohio Conference does not offer the following:

<table>
<thead>
<tr>
<th>Service</th>
<th>Denominational Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Healthy lifestyle coaching</td>
<td>67% Health Plan</td>
</tr>
<tr>
<td></td>
<td>5% Both</td>
</tr>
<tr>
<td></td>
<td>24% Not offered</td>
</tr>
<tr>
<td></td>
<td>5% Plan Sponsor</td>
</tr>
<tr>
<td>Nurse line</td>
<td>90% Health Plan</td>
</tr>
<tr>
<td></td>
<td>5% Not offered</td>
</tr>
<tr>
<td></td>
<td>5% Plan Sponsor</td>
</tr>
<tr>
<td>Disease management (e.g., diabetes,</td>
<td>80% Health Plan</td>
</tr>
<tr>
<td>obesity)</td>
<td>10% Plan Sponsor</td>
</tr>
<tr>
<td></td>
<td>5% Both</td>
</tr>
<tr>
<td></td>
<td>5% Not offered</td>
</tr>
</tbody>
</table>

West Ohio Conference does not offer the following:

81

United – Connection?

**Capitol Area South District**

**Ohio River Valley District**

**Maumee Watershed District**

Source: 2012 Center for Health Awareness Tool (CHAT)