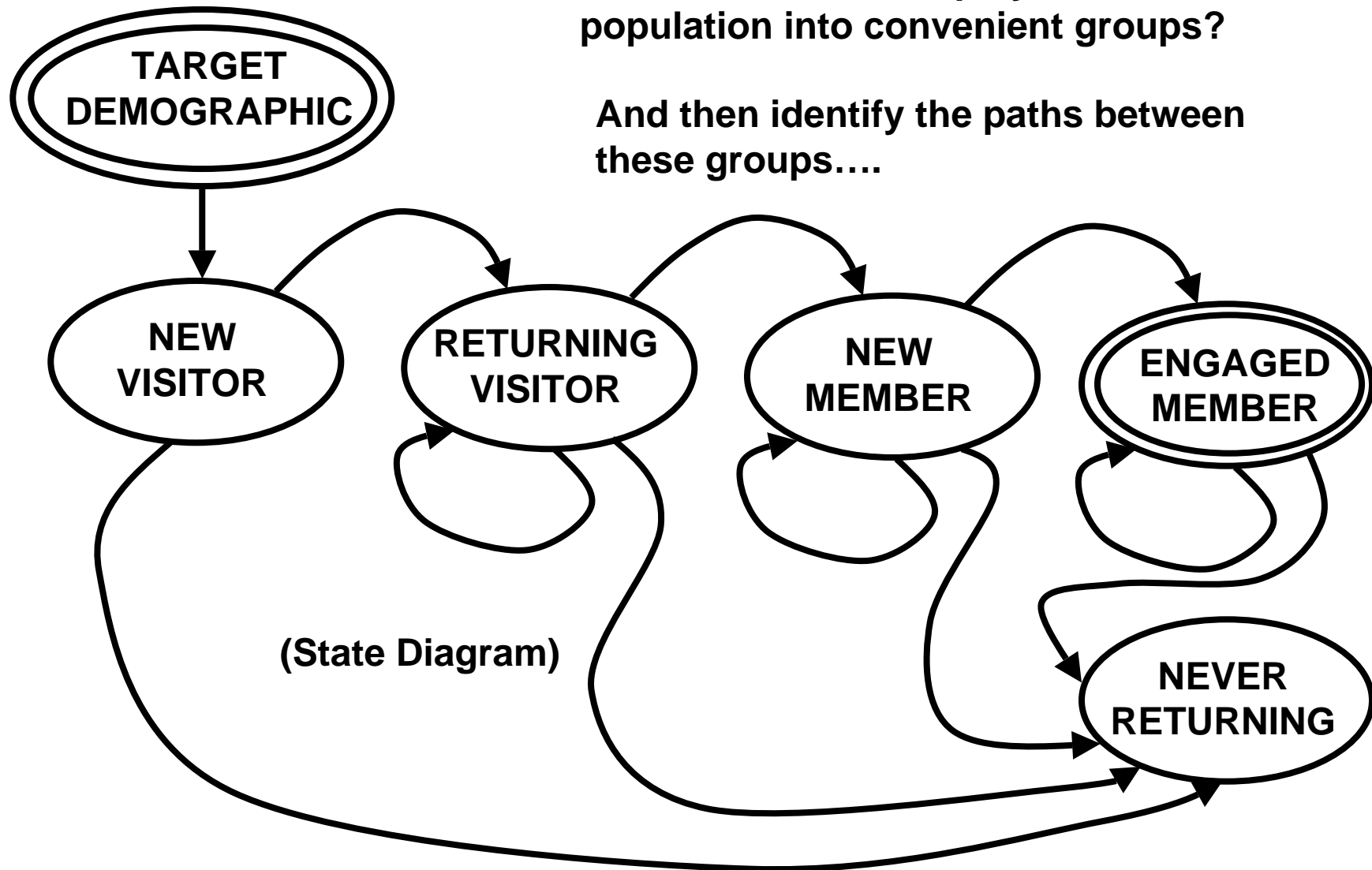


# **Modeling and Monitoring GROWTH**

What if we could simplify our population into convenient groups?

And then identify the paths between these groups....



...and then the rates at which persons might move from one group to another on (for purposes of modeling) a week-by-week basis.

## IN-REACH

### INDICIA OF AN ENGAGED MEMBER

CHOIR

COVENANT GROUP

ADULT REL. ED.

COMMITTEE

(OR HAPPY TO NOT BE  
ACTIVE BEYOND WORSHIP)

### LOSS RATE

$\frac{1}{2}$  DUE TO RELOCATION

$\frac{1}{4}$  DUE TO DEATH

$\frac{1}{4}$  VOLUNTARY WITHDRAWAL  
(3% each year)

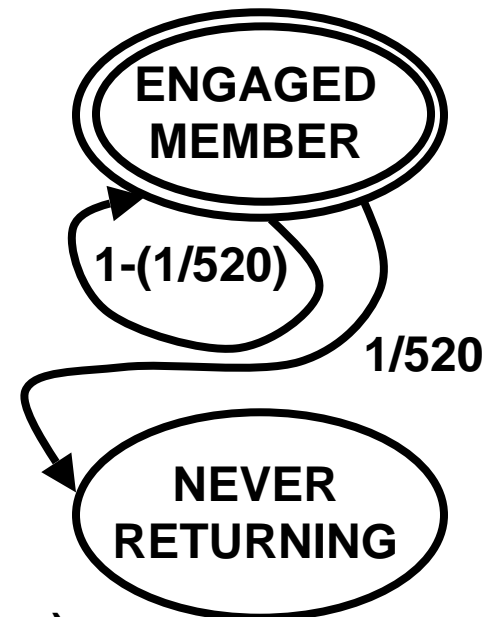
In-Reach  
Focus

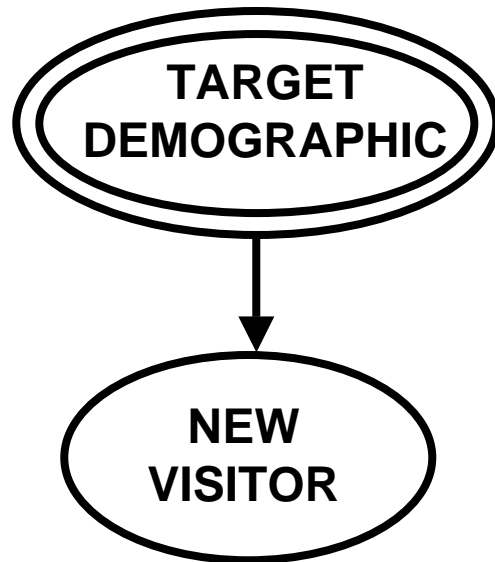
EXCLUDING SYSTEMIC PROBLEMS...

(e.g., Ineffective Worship Services, Insular Culture)

...A CHURCH'S TYPICAL LOSS RATE IS 10-12% PER YEAR  
(.002 per week)

CONCLUSION: MUST ADD TO MEMBERSHIP AT LEAST AT A 10%  
ANNUAL RATE JUST TO HOLD A STATIC CENSUS



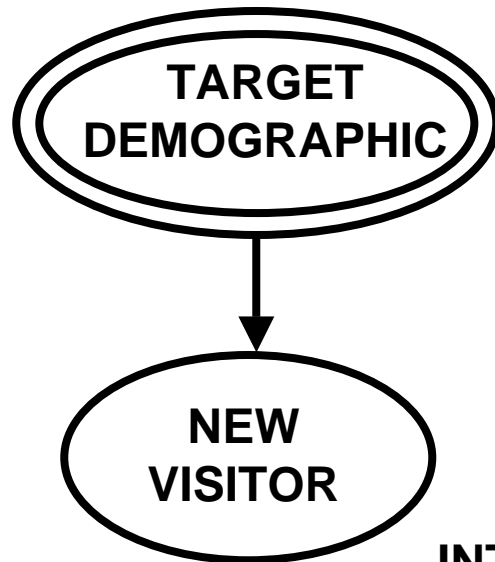


**GENERALLY, THE PATH FROM VISITOR TO  
ENGAGED UU MEMBER MAY BE  
FOR NO MORE THAN 10% OF THE VISITORS  
(AND TYPICALLY SHOULD BE GREATER  
THAN 12% TO AVOID TYPICAL DECLINE RATES)**

**SO, A GROWING CHURCH WILL HAVE  
AT LEAST AS MANY TOTAL  
NEW VISITORS IN A YEAR  
AS IT HAS EXISTING ENGAGED MEMBERS**

**(For example, a growing church having 52 members  
has, on average, about 1 visitor per week.)**

**IF THE VISITOR RATE IS TOO LOW FOR GROWTH,  
CONSIDER TARGET DEMOGRAPHICS &  
COST EFFECTIVE CHANNELS FOR CREATING  
AWARENESS WITHIN THE TARGET POPULATION**



**POSSIBLE DEMOGRAPHICS FOR TARGETING  
OVERLAPPING INTERESTS (e.g., Sierra Club)  
DRIVING DISTANCE/TIME**

**< 30 MINUTES IS VIABLE  
(preferably < 20 Min.)**

**> 60 MINUTES IMPRACTICABLE  
( >40 Min can be challenging)**

**INTERSECTION OF VISITOR OBJECTIVES WITH  
THE MOST MATURE (SUCCESSFUL) OF  
THE CHURCH PROGRAMMATIC FEATURES**

**CONSIDER SHORT TERM PREFERENCE IN YOUR  
MARKETING TO THOSE EXPECTED TO ADD TO,  
RATHER THAN DRAW DOWN, RESOURCES**

**MOST (55 – 85%) OF NEW VISITORS  
ARE FAMILY OR FRIENDS OF MEMBERS**

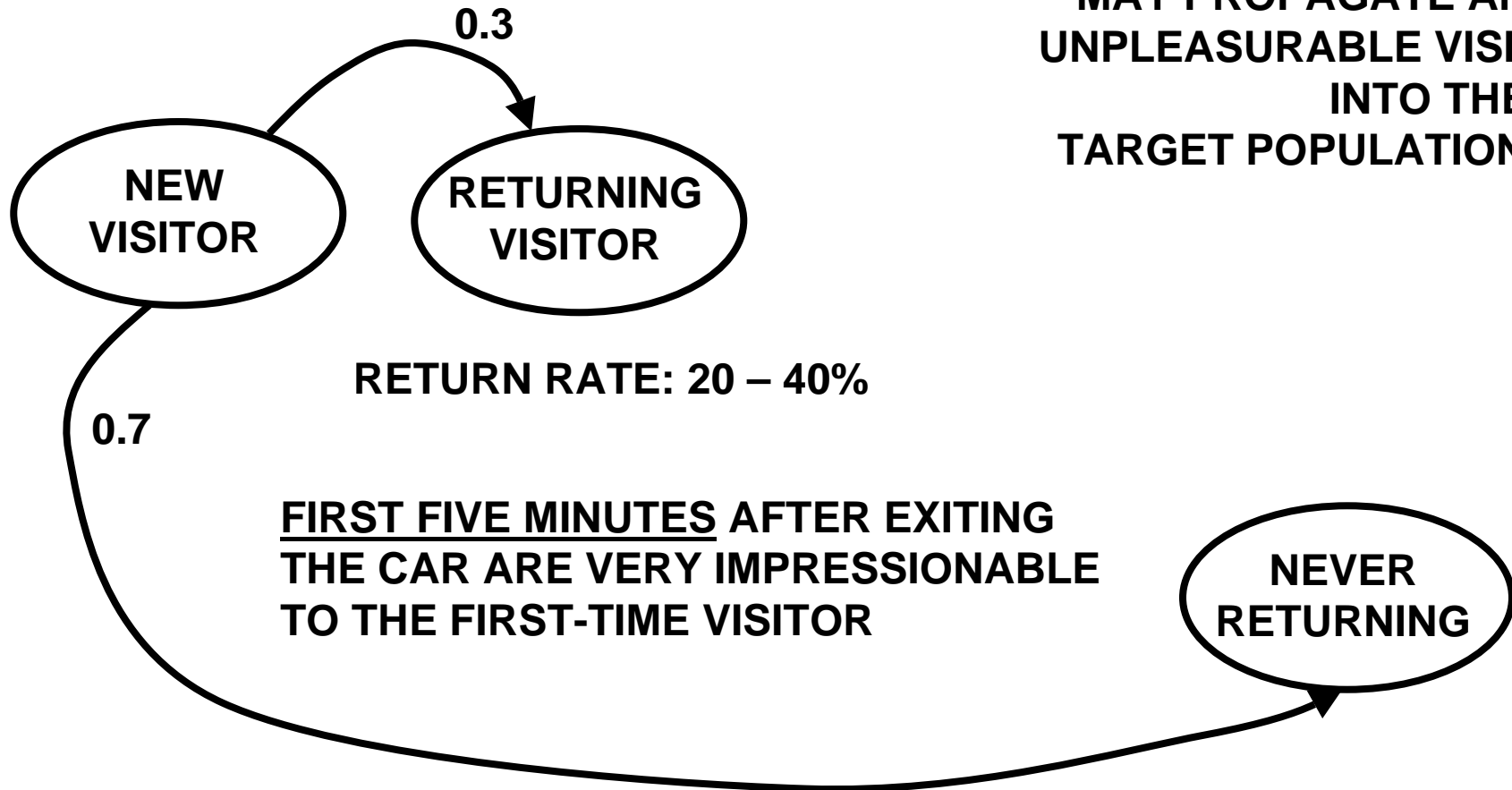
**ABOUT EVERY 26-30 YEARS, A UU INVITES SOMEONE TO CHURCH**

**15 – 35% OF NEW VISITORS  
ARE DUE TO ONE OR MORE INTERNET-BASED SOURCES**

## FIRST IMPRESSIONS

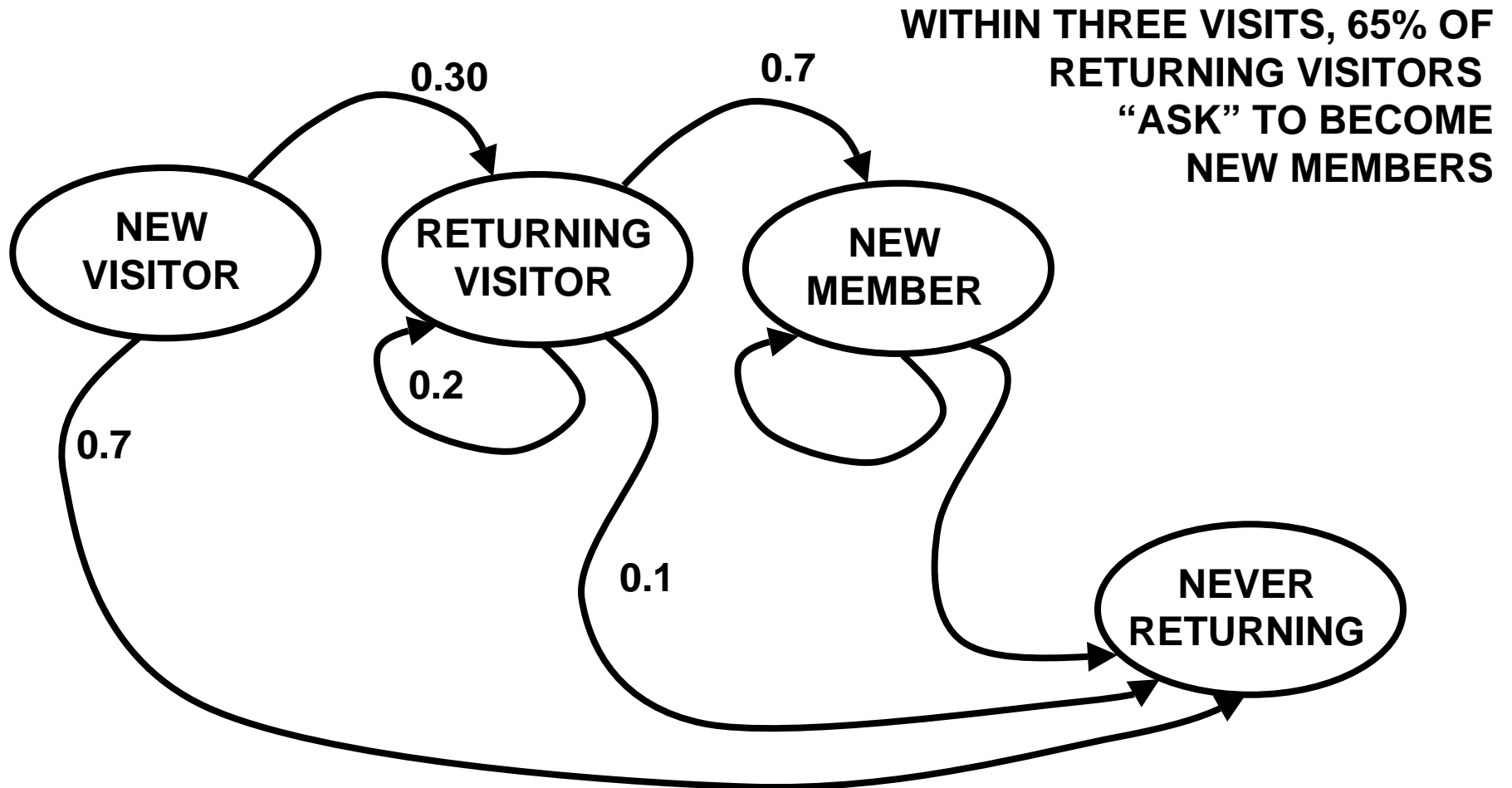
START BEFORE ENTERING  
THE SANCTUARY AND  
CONTINUE IN FOLLOW-UP  
CONTACTS

A NEW VISITOR BECOMES EITHER  
A RETURNING VISITOR OR  
A PERSON WHO WILL NEVER RETURN  
(AND WORSE YET,  
MAY PROPAGATE AN  
UNPLEASURABLE VISIT  
INTO THE  
TARGET POPULATION)



MOST NEW VISITORS WHO HAVE  
SPOKEN WITH FOUR OR MORE PEOPLE  
AT THE CHURCH WILL RETURN

**A PREVIOUSLY RETURNING VISITOR,  
ABSENT FOR MORE THAN FOUR MONTHS,  
IS UNLIKELY TO RETURN AGAIN**



**APPROXIMATE NEW VISITOR TO NEW MEMBER  
CONVERSION RATE  $> 0.63 * 0.3 = .19$**

## **NEW VISITOR TO NEW MEMBER CONVERSION RATE COMPARISONS**

**LESS THAN 12% FOR DECLINING CHURCHES**

**12 – 20 % FOR GROWING UU CHURCHES**

**21 – 30 % FOR UU CHURCHES PARTICIPATING IN  
A MARKETING CAMPAIGN**

**25 % CLAIMED BY EVANGELICAL CHURCHES**

## **NEW VISITOR TO NEW MEMBER PROGRESSION:**

**AM I ACCEPTED IN THIS COMMUNITY?**

**DOES THIS COMMUNITY WANT TO KNOW MORE ABOUT ME?**

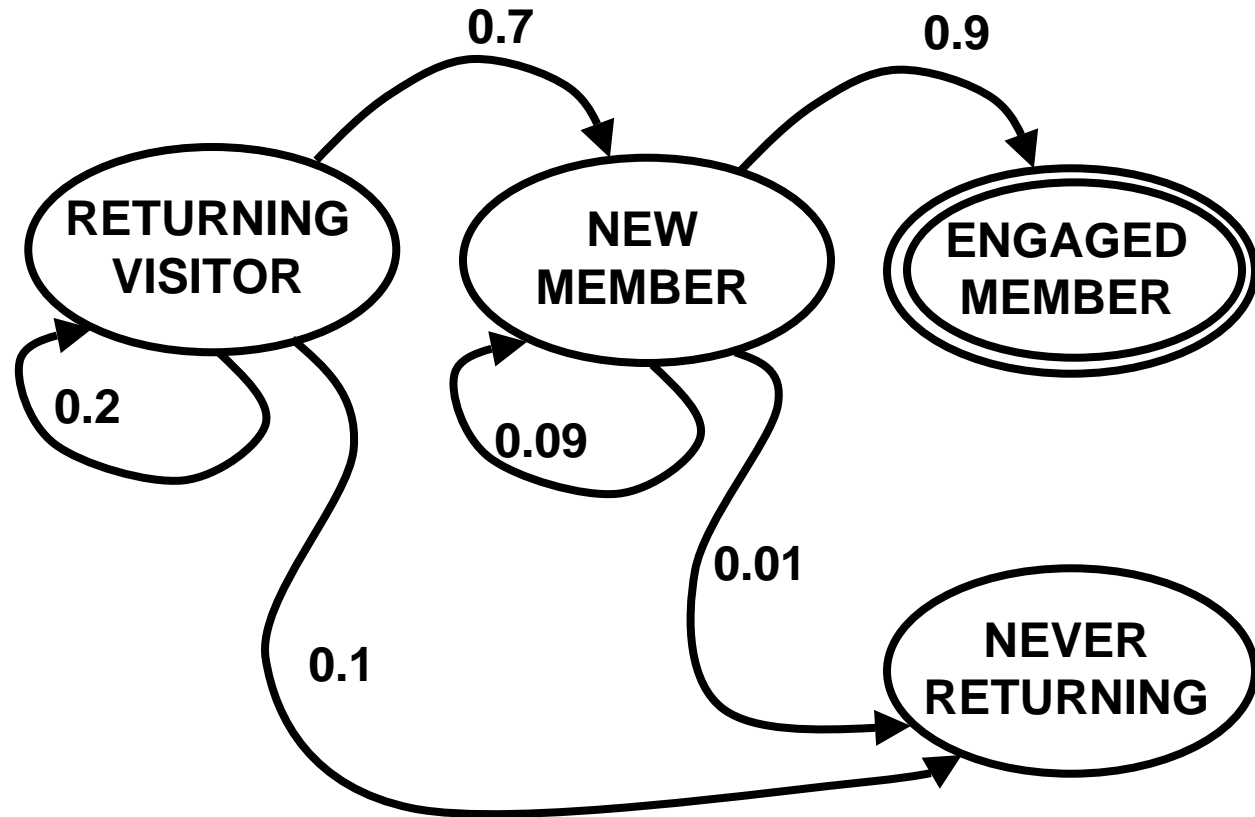
**DOES THIS COMMUNITY NEED ME?**

**DO THE ADVANTAGES OF MEMBERSHIP BALANCE  
THE EXPECTED OBLIGATIONS OF A MEMBER?**

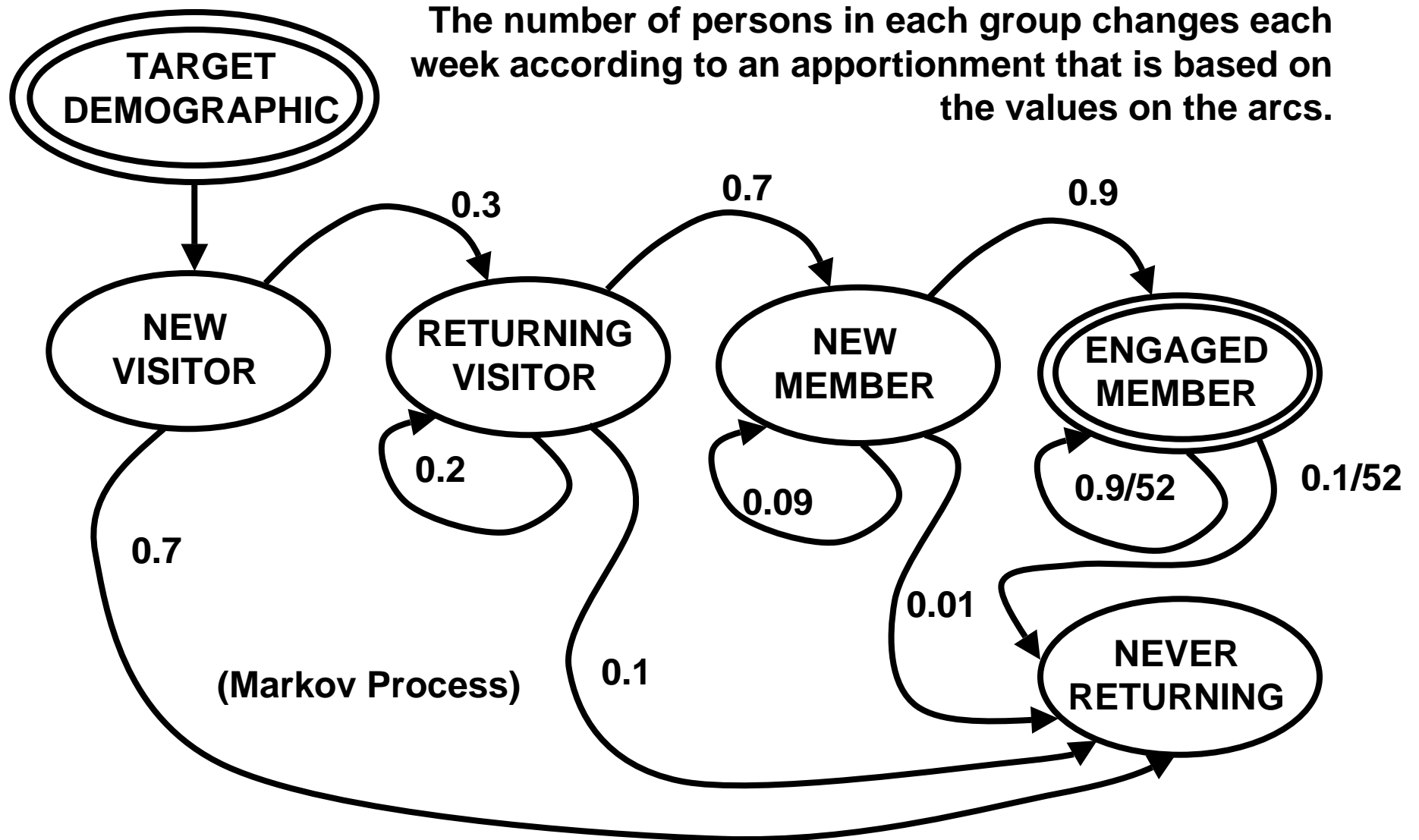


**RECOMMENDED  
EARLY  
ENGAGEMENTS:**

**GREETERS  
USHERS**

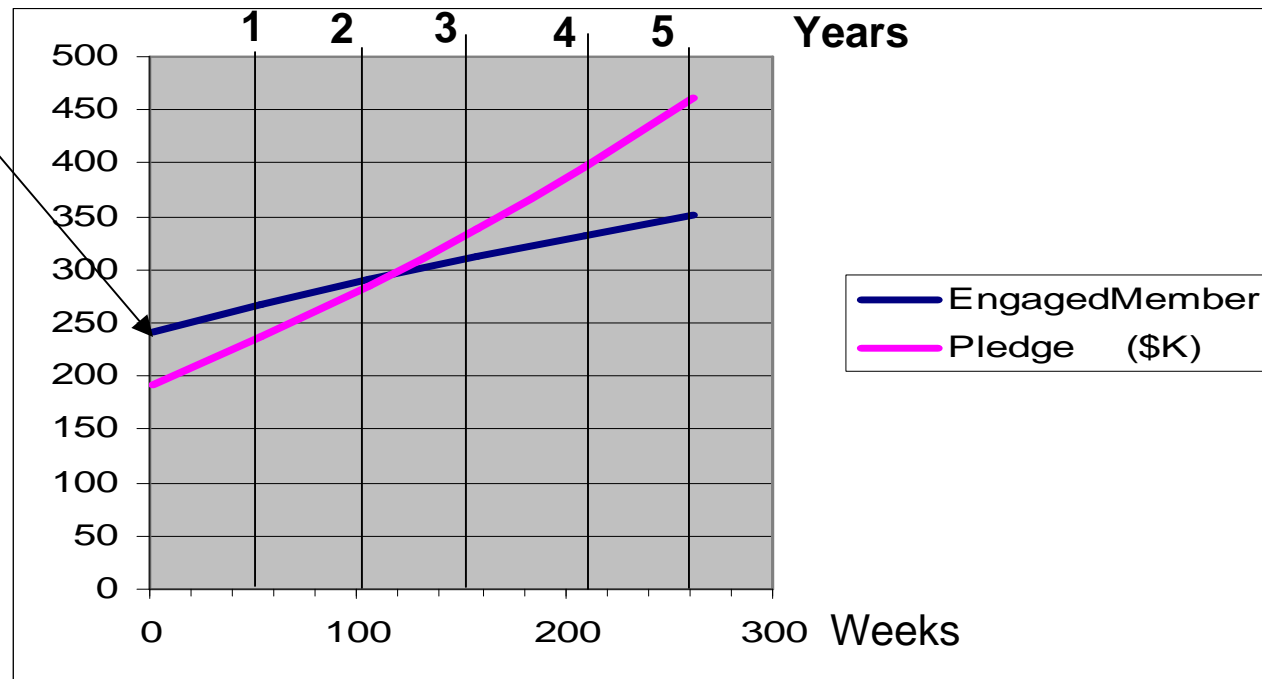


**ENGAGING NEW MEMBERS AIDS IN THE  
SUCCESSFUL TRANSITION FROM RETURNING VISITOR**



**KEY GROWTH PARAMETERS MAKE FOR GOOD METRICS  
FOR SYSTEMIC ASSESSMENTS – SIMPLE SPREADSHEET SIMULATIONS HELP**

## Engaged Members



Visitor Arrival Rate:  $(\text{Eng. Member Total})/52$

Return Rate: 30%

Conversion Rate: 20%

Eng. Membership Annual Loss Rate: 10%

Annual AVG Pledge Growth Rate: 10%

Pledge Unit =  $2/3$  Engaged Member

Initial AVG Pledge: \$1,200/unit

## **Census – Raw Data to Support Metrics**

### **Engaged Membership**

**New Visitors**

**2<sup>nd</sup>-Visit Visitors**

**3<sup>rd</sup>-Visit Visitors**

**Approachable (4<sup>th</sup>-Visit, or Higher) Visitors**

**New Members**

**Unengaged New Members**

**Unengaged Long-Term Members**

### **Reporting**

**Weekly (Raw) within Responsible Directorates**

**Monthly (Raw) at Board and Council**

**Quarterly Performance Assessments by Board and Council  
(Raw and Metrics)**

# Listening to Experience

## **Top 12 ministers for growth in UUA**

- Have a saving message
- Have a purpose
- Balance between looking in & looking out
- Worship is excellent (*exercise control over Sunday morning, not casual or sloppy*)
- There is buzz

# Listening, continued

- Welcoming is seen as a moral imperative
- Minister is a fierce shepherd
- Leadership addresses growth
- Brave enough to try new things and fail
- All you need is love

# Marketing

Radio – Expensive (e.g., 38, 30-second, spots=\$5,500)

Niche (e.g., Classical, NPR more expensive)

Split costs within broadcast boundary in multiple church effort

TV – perhaps local access cable

Print – perhaps, see UUA templates for inserts

Yellow Pages (paper) Ads – poor return

Pre-Planned Press Releases (Earned Media Publicity)

Targeted Postcards: 5,000 for \$2,500

[www.directmail.com](http://www.directmail.com) (GeoSelector)

[www.preceptgroup.com](http://www.preceptgroup.com) (UUA price \$225)

Google Ads (pay per click)

Auto Shades \$10 each

Web presence (later chart)

## Marketing (often restating SWOT analysis techniques)

What: Determine Strengths Expected to be  
Appealing to Prospective Visitors

To Whom: Within 20-Minute Driving Range, Determine  
Demographic Sectors Most Likely to Intersect  
with Immediate Objectives

Per Sector...Based on Resources

Package: Present Strengths Expected to be Appealing to  
Persons Within Prospective Demographic Sector



## Marketing: Web Presence

- Regional Website

- Affiliated Websites

- Congregation Websites/Blogs

  - Minister's Blog

  - Minister's Sermons (Text)

  - Minister's Sermons (Audio)

  - Minister's Sermons (AV)

- You Tube / My Space / Face Book

  - Minister's/ Member's Sermonettes (AV)

  - [www.uua.org/marketing](http://www.uua.org/marketing)

  - [www.uuplanet.tv](http://www.uuplanet.tv)

  - [www.uupodcasters.org](http://www.uupodcasters.org)

## Communication (not really Marketing, Just Technology)

- Google Docs – Calendars, Collaborative Development

  - Worship/Volunteer Charts

  - Board Agenda Preparation

## The Visitor:

Visitor Kit

“Voices of a Liberal Faith” DVD

Query Card – Best/Least, Check-off Boxes

E-mail & SurveyMonkey.com

Minister/ Lay Minister Follow-up?

Visitor-Friendly Worship Services:

Anticipate Procedural Uncertainties, Avoid Acronyms

## New Member Kit

Multiyear Planning: E.g., 3-5 year plans

Multimedia Outreach (Growing to Support Mission)

Youth Ministry/Choir Young Adult Ministry

Benefit Concerts/ Fundraising Seminars/Performances

## Speaker e-mails:

Cilla Roughly cillar@mac.com Valerie Holton vholton@uua.org

Linda Laskowski llaskowski12@comcast.net

Daniel Harper [www.danielharper.org/blog](http://www.danielharper.org/blog)