

14 December 2009

To: Trinity Evangelical Lutheran Church of Camp Hill, Council

From: Strategic Planning Committee (SPC)

Subject: Report to Council (Update on Three Tasks)

Over the past six months the SPC has reported on a number of tasks that were given to us. As we wrap up the year this will be our final report for 2009.

Three tasks are as follows;

Task 1 Long Term Property and Facility Use

Task 2 Transportation Ministry

Task 3 Church Leadership training and implementation plan

Discussion;

Task 1 - Property/Facility Master Plan - In October, we reported to council on the Long Term strategy that Trinity needs to take to a close look at how our property and facilities can be better utilized to carry out our new mission. Council approved the establishment of a Property/Facility Master Planning Task Force and resourcing this effort with \$20,000. Since the ratification of this report, Bob Scaer has accepted the responsibility to be the Chairmen of this Task Force. We present to you now the Statement of Work (SOW) that is to be carried out by this Task Force with contracted help from a fully qualified facility master planning engineer. (See Attachment A) I encourage you to take time over the next month to review and reflect on this document and provide feedback, edits, and/or changes to the SOW so that it might be approved for within the first month of the New Year.

Task 2 – Transportation Ministry – We gave a report to council last month. A recommendation that was made was tabled until this month. We have provided additional information on this issue for your consideration. (See Attachment B) Upon review we are hopeful that you will move on our recommendation to establish a Transportation Ministry Task Force, that can help Trinity reach out into the community and afford many who don't have or need the ability to attend worship and functions held by or sponsored by Trinity.

The Following Motion is for your consideration:

Move that a Transportation ministry Task Force be established to further help develop and implement a flexible Transportation Ministry program to support the needs of both the community and congregation in order to bring God's people closer to his word. Additionally, that sufficient financial resources (seed money) be allocated to support the implementation of this new ministry by no later than the 1st Sunday in September 2010.

Task 3 – Church Leadership Training Plan and Implementation - This is our first report on Leadership Training and Implementation since the tasking of the SPC by Council. (See Attachment C) This report lays out our strategy and recommendation on a Church Leadership Training Program along with an implementation schedule. Please review and provide us with your comments. Resourcing of this initiative is subject to Council approval. We seek only your permission to start the implementation.

As a Disciple in making, helping to make disciples,

William F. Foos
Chairman of the Strategic Planning Committee
& the Members of the SPC...

Attachment A - Statement of Work
Attachment B - Transportation Ministry Update
Attachment C - Leadership Training Recommendations

Statement of Work

Date: December 8, 2009

Develop a comprehensive long term (5 to 10 Years) plan to provide facilities for the future Ministry of Trinity Lutheran Church of Camp Hill, Pennsylvania.

Facilities as a Ministry Tool:

The programs and ministries of the Church determine the physical and functional form of the Church property and facilities, and consequently the property and facilities are a Ministry Tool.

Charge:

- Determine the demographics of our congregation and community through surveys.
- Identify the current ministry programs of our congregation and attempt to forecast how these programs will be implemented in the future (over the next 5 to 10 years) in fulfilling our mission “**Disciples in the making, making disciples**”.
- Consult with council committees on a regular schedule to determine current and future property and facility needs of these committees.
- Survey committees and members to determine ministries that are not being implemented due to lack of property/facilities.
- Develop a communication plan with a goal of engaging a large percentage of our congregation in this process.
- Communicate interim results on a monthly basis to committees and council.
- Time line for this process is to produce a preliminary **Comprehensive Facility/ Property Master Plan** within 1 year of approval of this SOW and a final plan within 2 years.

Project Tasks:

- Inventory all deeded property owned by Trinity and establish the type and zoning restrictions that apply to each property with respect to future use. Trinity currently possesses a number of adjacent properties that need to be consolidated into a comprehensive plan for current and future use. Evaluate these properties and make recommendations on their utilization in the short term (1- 5 years) and longer term (5- 10) years. Consideration regarding the maintenance lifecycle of these properties should be included.
- Provide recommendations on parking and access to the building.
- Consult with resources available from the ECLA. Mr. Jeff Span, with the Mission Investment fund can provide valuable advice and insight to the challenges under consideration. Rev. David Stark has meet with the SPC committee and can consult in many areas of Strategic Planning, Worship Planning, and Christ-based leadership.
- Consider what new ministries our congregation would likely encounter over the next 5 to 10 years. Example: Transportation ministry, Fellowship ministry (Coffee House).

Appendix A

- Investigate the need for specific dedicated space for the implementation of our ministry programs. Example: Contemporary service utilizes the Fellowship Hall thus impeding the use of this area for Fellowship ministry prior to and after the service.
- Hold, at a minimum, quarterly meetings throughout the process to solicit feedback and guidance from the committees & church leadership.

Deliverables:

- Provide a projection and facility study that addresses the growing needs of the congregation over the next 10 years.
- Provide a report that includes:
 - Current property/facility use study
 - Proposals on alternate use of current property/ facilities
 - Projection of future property/facility needs and estimates of cost.
 - Property & facility maintenance plan for the next 10 years that incorporates milestones, decision points, and estimated costs.
- Provide a report that answers in detail all of the above charges with recommendations and way forward in its implementation.
- Provide a timeline and schedule to support the 10 year implementation plan.
- Provide a course of action to evaluate funding opportunities available to carry out any physical structure upgrades, remodeling, renovations, and expansions to the physical structure of the building.

Brief History:

Trinity utilizes its current properties for Worship, Education, Mission, and Community Service in the following manner.

Worship services are held as follows:

<u>Time</u>	<u>Location</u>	<u>Current Attendance</u>	
		Min	Max
Thursday Evening,	Chapel	12	30
Friday Prayer Service	Chapel	6	15
Saturday Evening	Fellowship Hall	50	75
Sunday 8:15 AM	Nave	200	550
Sunday 10:45 AM	Fellowship Hall	200	450
Sunday 11:00 AM	Nave	250	750

Trinity's Education program utilizes the Education wing on Weekdays as a Day Care Center and on Sundays for Sunday school from 9:30 to 10:30 AM. This facility is also used for Non trinity programs by various community groups. One of the properties adjoining the main church building is an older house currently a rental (Thrift Shop). The other is a vacant lot at 1915 Market Street.

Appendix A

Fellowship Hall is utilized for Saturday and Sunday contemporary worship as well as fellowship dinners and other related gatherings.

The worship committee has been charged by council to develop a second contemporary worship experience by Sept. 2010

The Gathering Space is used as a reception area during the week and a fellowship space on Sunday's.

The Kitchen is used in support of fellowship activities and Office areas provide space for are Staff needs.

Other rooms such as the Choir, Library, and Sexton spaces are used to support the Worship, Education and Building maintenance.

The parking area is not adequate for the two Sunday services that occur at 10:45 & 11:00 A.M. with many worshipers needing to find street parking as far as two blocks away. Handicapped and parking for seniors and members with limited mobility is not adequate.

Project Time Line:

Starting Date: Upon Approval of this SOW

Completion Date: Preliminary Report in 1 year and final report in 2 years.



Trinity Evangelical Lutheran Church
Scope and Responsibility of Transportation Ministry Task Force
December 9th, 2009

Ministry Purpose: To meet the growing transportation needs of all Trinity members, whether individuals or groups.

Task Force Purpose: To create, develop an implementation schedule and ongoing day-to-day operations of said ministry, not limited to, but including vehicle needs and options (lease vs. purchase) as well as staffing needs, and all associated costs. To further define the requirements and needs beyond what has already been identified by the Strategic Planning Committee (SPC) to date.

Scope: This task force will be solely responsible for putting together a budget (inclusion of all expenses for insurance, vehicle costs, vehicle maintenance, salaries, and all other related expenditures); ongoing plans for the day-to-day operations management (not limited to but including: scheduling of vehicles as needed, maintenance schedules, staffing, etc.).

As a part of the budgetary process, this task force will be asked to detail (monthly & annual) estimated expenditures (fixed and variable costs) for planning purposes.

Create, manage and oversee a vehicle sign out request process and ensure proper staffing is in place to cover last minute requests.

Ensure that vehicles meet all the current and future needs of the membership.

Creation of a Sunday “Want to join us at service? Leave the driving to us” program for those who are not able to transport themselves to Trinity each week, or as needed.

This task force will be asked to consult with other local churches to see how their transportation programs work and are managed, to incorporate best practices at Trinity.

Once the Transportation Ministry has been set up, the Property Committee shall assume sole responsibility of overseeing the program and will report to Church Council. This task force will then be dissolved.

General Motion for Consideration: Pursuant to the SPC’s report to Council last month and subsequent information contained in this document, it is the recommendation of the SPC that Council make a motion and approve the creation of a task force to further study and analyze both the physical and monetary needs of a proposed Transportation Ministry.

Leadership Training Recommendations

Executive Summary

The model we propose below is partly an augmentation of learning elements Trinity has already begun with Judy Collins, our Spiritual Gifts coordinator, through the course called PLACE with additional segments taken from a curriculum of Changing-Church.Org, a ministry of Prince of Peace Lutheran Church, Burnsville, Minnesota. (Pastor John Brock, Judy Collins, and Deb Wilson are familiar with programs of Prince of Peace having attended a Lutheran large-church seminar there in the past year).

We feel particularly fortunate that the Biblical-business curriculum elements would be taught by Pastor David Stark, staff member and Director of Changing-Church.Org at Prince of Peace, *who because he served as Interim Pastor of this 4000+ member church*, is particularly well suited, not only to teach on the topics noted above, but he is also in a position to advise us about such topics in light of our own search for a new senior pastor. Pastor Stark, author of Christ-Based Leadership, has led this training to Lutheran congregations around the US in person and through webinars.

Program Design. Because Council members serve three year terms, we recommend the training on these topics be conducted in three phases: Phase I incorporating the bi-lateral elements of organizational and personal training is scheduled for 2010; Phase II is designed to be an Application Year in which the attendees get to apply the learnings of Phase I; Phase III is Covey-type around the concept of "First Things First."

PHASE I – 2010		PHASE II – 2011	PHASE III – 2012
Org Topics	Personal Topics	Application Year	Covey Training
Prayer	Your Personality		First Things First
Goal Setting	Spiritual Gifts	Committees	
Recruiting	Awareness	Teams	Urgent
Indiv Strengths	Passion & Ministry	Staff	Not Urgent
Handling Conflict	Values	Apply	Important
Lead Cycles	Service to Trinity	Learning	Not Important
Coaching	Community Service		

The first phase needs to include personal training that focuses on individual gifts and how these gifts lead to leadership roles in personal lives and roles as leaders in the church. Recognizing these gifts could result in leadership that has been traditionally defined as "behind the scenes," "support," or "operational." The Spiritual Gifts coordinator is already training on this concept through PLACE. This course or the equivalent LIFE KEYS should be mandatory so as to understand God's plan for leadership as "Gifting."

In addition the PLACE program is critical to the development of a Nominating Task Force requested by Council. How can any task force select appropriate people to serve in various positions of leadership within the church unless the task force is aware of each individual's personality and spiritual gifts

For Council Approval

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assessment – not to mention the respective passions and life experiences of the candidates? PLACE is a MUST for the selection of the Task Force and those it nominates.

Training Schedule. Exactly when would the training be done, by whom, and how are important questions. Because of the busy schedule of all church leaders, from pastors to volunteers at the committee chair level, we would like to see the initial fourteen class hours divided into one full day of training, followed by short segments one or two hour in length, preferably scheduled at multiple times at multiple locations, for example, via webinars from church or home.

We recommend that the initial-first-day training take place in March 2010 followed by webinars every two weeks, or thereabouts, so that the entire training is completed by May. This timetable will guarantee at least a-half-year usefulness in 2010. To start later pushes the usefulness to 2011.

The suggested schedule would be:

Training Schedule			
	Phase I - 2010	Phase II - 2011	Phase III - 2012
When	March/April/May	March & Thru/out Year	March
Where	Council Mtg & Home	Council Training	Council Training
How	Single Day & Webinars	Group & Indiv Coaching	Single Day
Who	2010 Council & Chairs	Process Coach	To Be Named
What	Org & Personal	"How To.."	Covey's 1st Things

Implementation Plan & Costs. As we consider the training in its totality, it is likewise prudent to consider who will be responsible for the various phases as we move through the three-year cycle. More importantly for our budget consideration, what will this cost? See the attached table below.

Implementation Plan & Costs						
	Phase I - 2010		Phase II - 2011		Phase III - 2012	
Key Focus	Org & Personal Train		Knowledge to Use		Daily Organization	
Responsibility	Strategic Plan Team		New Senior Pastor		Process Coach	
Participants	"Org Leaders"		"Org Leaders"		"Org Leaders"	
Trainer	Pastor David Stark		Process Coach		To Be Named	
Trainer	Collins - PLACE		Committee Chairs			
Target/Goal	Org - 30	PL - 50	Apply Principles		Org - 30	PL - 50
Costs	Org - \$7K	PL - \$0	Org - \$750	PL - \$750	Org- \$1350	PL - 750

Sources. The suggestions from the Strategic Planning Team and our sub-teams have been influenced by researching, reading, and Reviewing much of the literature available. Many of the concepts, specifically for leadership training in particular, and for strategic planning in general, have come from the following sources.

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Appendix C

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