

Lakeshore St. Andrews



Elder's Retreat Outcomes

September, 2004

Tonight's Discussion



- What Session has been doing lately
- The Natural Church Development Survey
- Sessions observations from the survey
- What Session's initiatives will be for 2004/05
- Staff structure review
- Budget 2005
- What's coming next

What Session has been up to...

- September 15, 2004 - met with Session teams
(Staff Management, Human Resources Management, Stewardship)
- During September - NCD Survey
- September 27/28/29 - Session retreat

The NCD Survey

- Survey logic
 - ...”Consider the lilies of the field, how they grow;...”
Matthew 6:28, KJV
 - “study, analyze, understand why they grow”
 - what do gardener’s actually grow?
 - underlying assumption is that God provides all of the ingredients. Our job is to help create the right environment
 - survey attempts to measure those qualitative things that create the right environment for growth

The NCD Survey

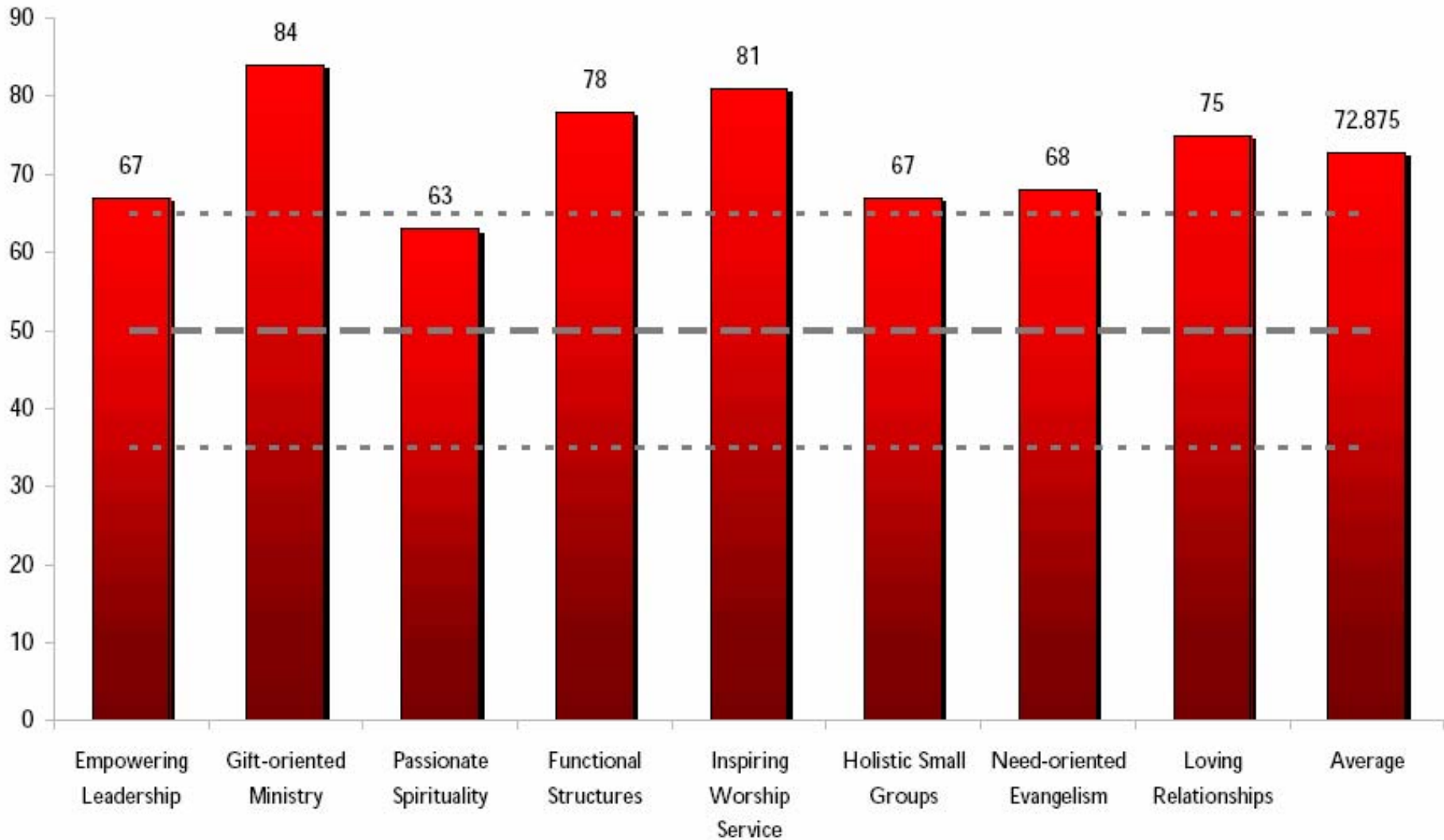
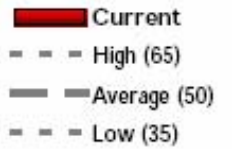
- Who was surveyed?
 - 30 individuals in our congregation
 - guidelines for participants
 - committed to the life of the church
 - actively involved in ministry, preferably performing a regular task
 - member of a small group
 - no staff, no Session members
 - varied time at LSA, gender, age

The NCD Survey

- Who wasn't surveyed and why
 - the entire congregation
 - staff and Session
- Interpreting the data
 - not percentages
 - higher is better
 - between the two lines = 70% of Canadian churches
 - higher than the top line = best 15% of Canadian churches
 - lower than the bottom line = worst 15% of Canadian churches
 - watch out for negatives



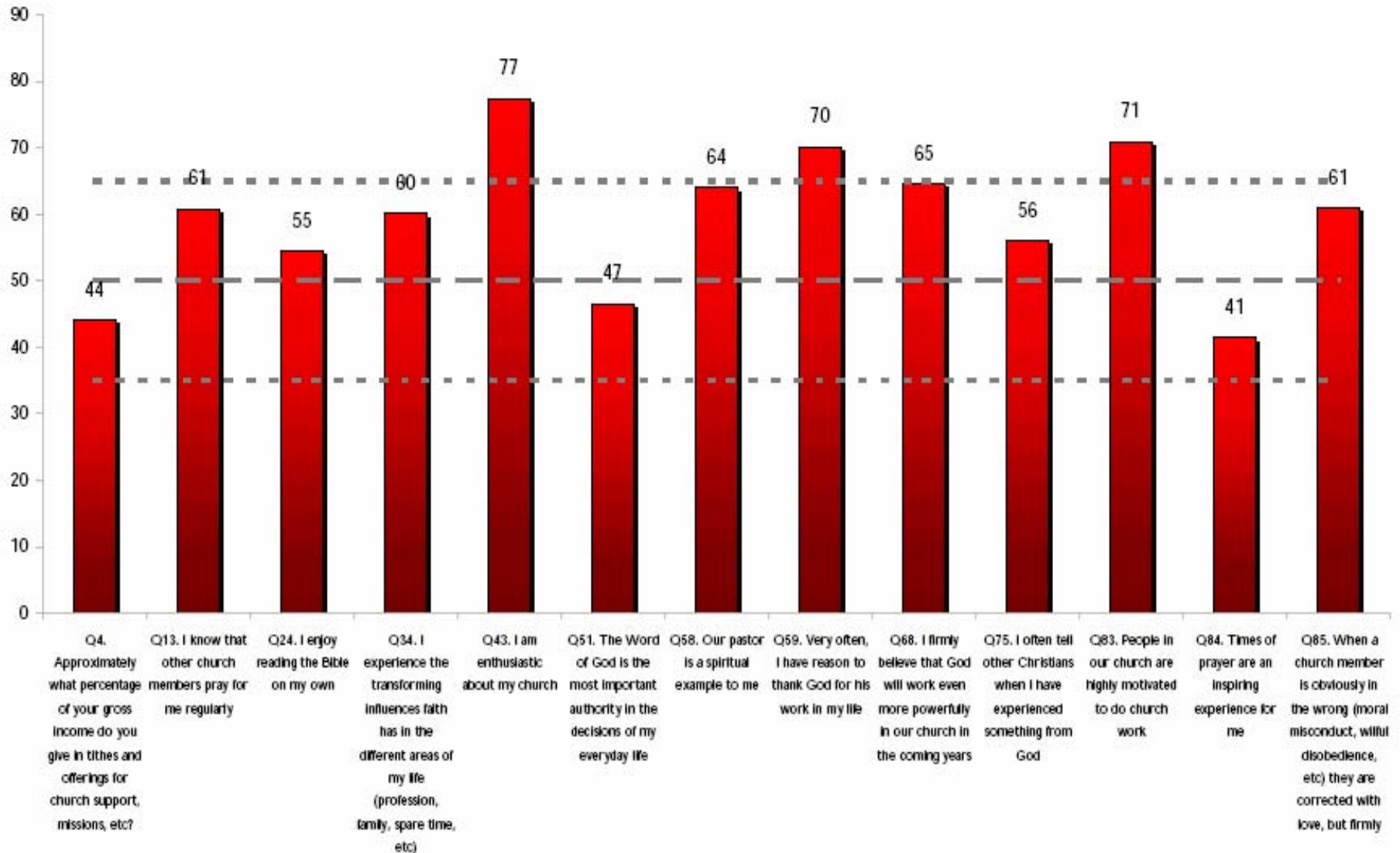
Quality Characteristic Current Profile





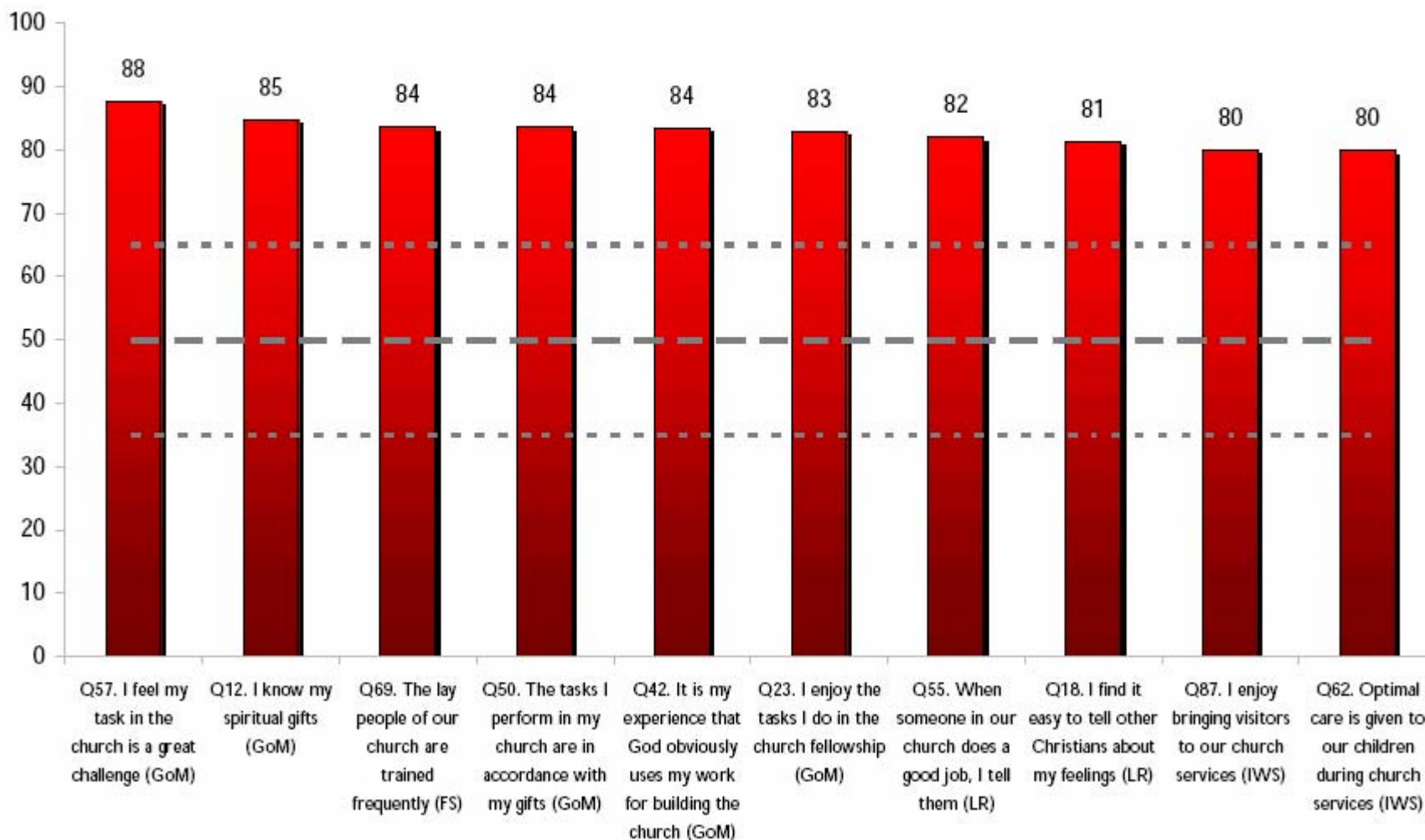
Passionate Spirituality Current Profile

- Current
- High (65)
- Average (50)
- Low (35)





Current Highest 10





Current Lowest 10

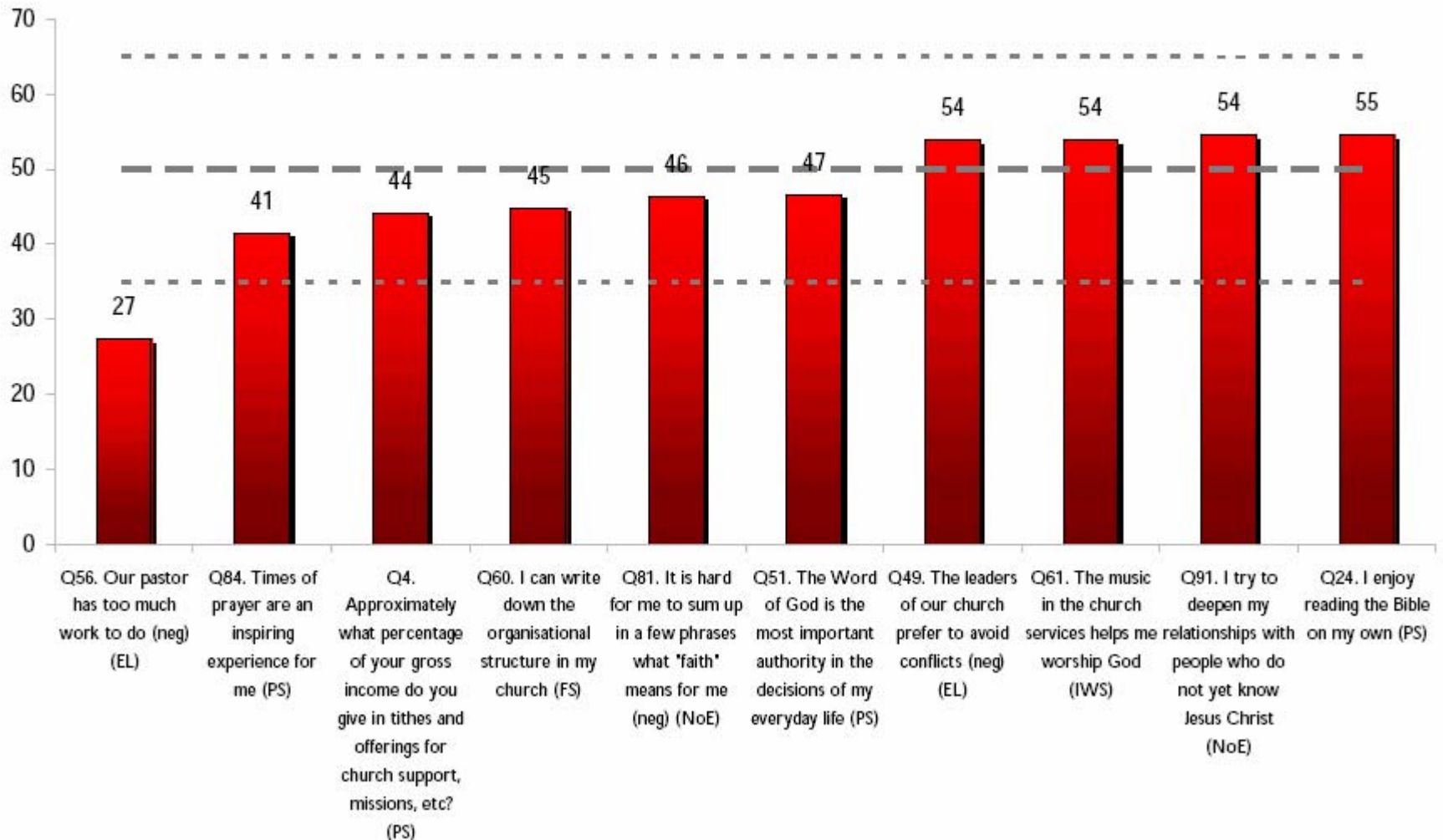
■ Lowest 10

PL 10

- - - Low (35)

— Average (50)

- · - High (65)



The NCD Survey



Caution regarding lowest results

- The survey reflects the perceptions of our own people relative to other churches in Canada
- An explanation of why the question was answered the way it was is required, before a criticism can be made.
- A low score can result from a variety of things.
- Example

Observations

- Overall we are doing well
 - In the top 15% of churches in Canada
- Strongest Areas
 - Gift Oriented Ministry
 - Inspiring Worship Services
- Weakest Area
 - Passionate Spirituality

Observations

- Attendance
 - about 700 adults, 200 kids
 - 2400 people have signed in over the last 12 months
 - many individuals attending 1 in 4 Sundays
- Departures
 - People who have been involved have chosen to leave
 - “...want more teaching...”

Four Area's of Concern



- Passionate Spirituality
- Music
- Church Structure
- Communication

Conclusions



- Good at drawing people in the front door but are not as good at getting them to stay
- We need to use our strengths to build our weaker areas

Strategic Focus



- Develop passionate spirituality in our congregation
 - elements include sharing faith, scripture, prayer, etc.
- Increase and improve our communication
 - clarify church structure, strategic plans, responsibilities
- Utilize our areas of strength
 - Sunday AM and Gift Oriented Ministry as platforms

Sunday AM Service Strategy



“Our strategy on Sunday morning is to create a service that is seeker sensitive and believer meaningful. This impacts style, not content. It is recognized that Sunday morning is a principal conduit which directs people at all levels of spiritual maturity, to the next level of development.”

LSA Session, September 2004

2004/2005 Initiatives

- **Music Review**
 - The NCD survey indicated that our results were average in the area of using music to draw people to worship. This result is in contrast with the rest of the responses in the “Inspiring Worship Services” category. The objective is to work with Rob and Kevin to determine what changes, if any, are required.
- **Add spiritual formation responsibilities to the current staff structure**
 - This is our highest priority. Our observations as well as those of the survey confirm the need to address this issue in a more serious way. This will be done by reviewing the current structure and responsibilities of staff, with a view to adding responsibility for spiritual formation.

2004/2005 Initiatives

- Complete & implement a spiritual formation self-assessment tool
 - One of the elements currently in development, is a questionnaire to help individuals identify the next steps in their own spiritual development. Session intends that this tool should be completed and rolled out for general use.
- Develop a case for a third weekend service
 - Staff Management Team (SMT) will develop this case for consideration by Session.

2004/2005 Initiatives

- **Develop a “Second Mile” fund raising campaign**
 - SMT will develop a plan for a new fund raising campaign for consideration by Session.
- **Complete the budget process for 2005**
 - This will involve some changes.
- **Financial Reporting Upgrade**
 - There is an absence of common understanding about how this process works and who is in charge.

2004/2005 Initiatives

- **Develop a technique for projecting & managing cash flow**
 - This issue is connected to the financial reporting upgrade, but is specific in that the objective is to define minimum cash balances.
- **Implement a new job description & staff evaluation process**
 - The bulk of this process has been redesigned. Implementation is a priority for the next few months.
- **Complete a current version of LSA Policies & Procedures**
 - This is essentially the process of formally documenting how we have agreed to do business as a church.

Session Leadership

Macro management responsibility

- Corporate Vision (Strategic Director)
- Overall resource allocation
 - Staff
 - Financial
- Policy
- Capital Projects
- Governance
 - Control
 - Overseer
 - Approval
 - Escalation forum

Session Leadership



Micro-management

- not intentionally
- accountability
- wanting micro-management
- wrong direction

Current Structure



- **Current Structure**
 - Congregation
 - Session
 - Senior Minister
 - Staff Management Team (SMT)
 - All other staff and program leaders
- **Advisory teams**
 - Includes Human Resource Management Team (HRMT), Stewardship, Spiritual Formation
 - Advice to Session, source of consultation for SMT

Session Leadership



When you require something:

- prepare alternatives
- determine the recommended solution
- consider how your proposals line up with our assessment of where we are and where we are trying to go (strategic objectives)
- identify all resources required (people, building, time, money)
- understand that Session may not be able to allocate the resources required for your preferred solution
- work up through the structure
- be prepared to come to Session

Session Leadership

When you don't have specific direction:

- ask for direction
- be guided by Session's desire to build more passionate spirituality into our congregation
 - Areas of focus:
 - knowledge of scripture
 - prayer
 - personal disciplines
 - sharing your faith
 - Groups of focus:
 - men
 - task groups (include a spiritual and community focus)

Budget 2005

- Approach will be different this year
 - We will start with total anticipated givings and work backwards
 - allocation of resources will be based on how well they address LSA's strategic objectives
- Preliminary total anticipated givings for 2005 is \$1,250,000
- Your responsibility
 - evaluate your programs based on LSA's strategic objectives
 - provide options in the event that funding levels change, I.e. define the resources required for different levels of ministry in your program area
 - Be aware that next year's budget approval will not be based upon last year's experience. Year 2005 budget approvals will be based on how well your planned programs address LSA's strategic objectives.

Budget 2005

- Session will ultimately decide how to allocate resources between ministry areas based on budget submissions.
- Application of resources on a priority basis
- process
 - ideal
 - basic
 - prioritize gaps

Questions

A horizontal gradient bar that starts with a dark blue color on the left and transitions through purple and red to a bright yellow on the right. The right end of the bar is enclosed in a pointed, glowing shape that resembles a stylized arrowhead or a lens flare, with a gradient from dark brown to bright yellow.

Chuck's Retirement

- Chuck
 - planning to retire December 31, 2006
 - not quitting
 - “strategic transition point for the congregation”
 - timing can shift backward or forward depending on the needs of LSA
 - what happens after retirement
 - Chuck's role at LSA
 - Jan
 - “can retire but can't stay home!”

Chuck's Retirement

- Brad Watson
 - originally hired with the possibility that he could succeed Chuck
 - “...a lot has changed since hired, am I the right person?”
 - will not be assumed to be Chuck's successor
 - has requested that he go through a formal process to ensure he is the right candidate

Chuck's Retirement

- Senior Minister role review
- Staff structure review
- Presbyterian Church call process
- Communication process
 - staff on October 7
 - key leaders, tonight
 - Sunday October 24th, November 7th
 - More as we know it

Chuck's Retirement



- Chuck is retiring
- Chuck desires to be pro-active
- Chuck and Jan intend to stay connected to LSA
- Brad will go through the hiring process
- other candidates will be considered
- all staff roles will be reviewed
- current target date is December 31, 2006

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- Session's observations from the survey
- What Session's initiatives will be for 2005/05
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- Budget 2005
- Chuck's retirement and succession plans

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