

Mission Exploration Team Report
Our Savior's Evangelical Lutheran Church, ELCA

October 2, 2009

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Mission Exploration Team

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Mission/Vision Team

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Self Study Team

Chairperson: Dave Grevenkamp
Self Study Team: Ann Grevenkamp
Liza Klokow
Greg Nebel
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Staff Needs Team

Chairperson: Carol Emmel
Staff Needs Team: Kari Tyson
Eric Grimstad
Lori Fox

Self Study Team

Chuck Brummond, Interim Pastor



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October 2, 2009

Dear Members of Our Savior's Evangelical Lutheran Church,

This completed Mission Exploration Team (MET) Report was developed by the members of the MET team whose efforts began in April. Each team has provided prayerful input into the creation of this final report. We thank these individuals.

The MET report will be used by the Call Committee as the basis in determining who will be our next pastor(s). It will also be provided to all interested pastoral candidates who want to find out more about Our Savior's Evangelical Lutheran Church.

Please read and prayerfully consider the MET's findings and recommendations and share your comments by making notes on the report itself and returning it to the office. You may also mail or email your thoughts to Pastor Chuck at pastorchuck@oursaviorshartland.org or Jeff Smith at jeffsmith@perfectcross.com prior to our Congregational Meeting on October 11 at 9:30 a.m. During this meeting, we will provide an overview of what was accomplished and what is being recommended. Based on discussion with the congregation at that time, a vote to accept the report will occur. After the report is accepted, it will be provided to the Call Committee to begin the call process.

Recognize that the report is, as it states, findings and recommendations from the MET. By accepting the report you are accepting that the MET's findings and recommendations are to be passed to the Call Committee. The recommendations will be acted upon by the Senior Leadership Team in conjunction with the Staff, Ongoing Ministry Teams, volunteers and the congregation. Several recommendations could be implemented this year whereas several are to occur after our new pastor(s) is in place. The report provides us a new baseline for improving Our Savior's.

We hope to see you all on October 11 between services at 9:30 a.m.

Sincerely,

Jeff Smith
MET Chairperson

Introduction

The process of preparing to call a new Pastor is a multistep, time-consuming and prayerful process involving the creation of two committees; first the Mission Exploration Team (**from here on to be referred to as MET**) and then the Call Committee. The MET is to review the congregation's mission, health and organization. Its report will serve as guidance for the Call Committee in selecting the new pastor(s) that have similar values and vision as we grow in our commitment as followers of Jesus Christ.

The MET was established from volunteers selected by the Senior Leadership Team (**from here on to be referred to as SLT**) with the intention of members representing a cross-section of the congregation. Also guiding this team was Pastor Chuck Brummond. Within the MET, three sub-teams were formed: Mission/Vision, Self Study and Staff Needs. These teams reviewed the history of OSELC, its constitution, past plans and actions, analyzed demographic, membership data, staff surveys, ministry teams and congregation. We have discussed, prayed and reflected for guidance from Jesus Christ in creating this report.

Summary

Our Savior's Evangelical Lutheran Church is located in Hartland, Wisconsin with 809 baptized members. We have a weekly average attendance of 225 for Saturday and Sunday services, 93 Sunday School children (pre-K through grade 6) and 56 Confirmation program youth (7th through 10th grade). Our church building has a well designed flow that allows fellowship to occur before and after services. Adults are encouraged to attend a weekly Bible study between the services. Additional Bible study opportunities for all members are available during the week as well.

We established a creed, mission and vision statements that reflect the core values that is OSELC. These statements were created in the recent past and enhanced in the current MET process with direct congregational input and reflect what we are all about and what we value as Christians to grow and show our faith.

Three years ago, our congregation began working harder each year to raise money and engage our members into mission work around the world. With each passing year, we have experienced more of our members engaging in this mission work in Appalachia, Louisiana and the Gulf Coast region, Lithuania, and Tanzania together with local outreach opportunities with the Salvation Army "Feed the Kids" and "Meaningful Makeover," Community Food Pantry and Outreach Center, Refugee Resettlement, Angel Tree, Giving Tree, Loaves and Fishes, Ronald McDonald House, Senior Living and Faith and Light. Last year, OSELC took on the challenge to have 75% of its worshipping members participate in at least one hands-on, face-to-face outreach to the poor and poor in spirit in our community, country and world in accordance with our vision statement. This past summer we sent a delegation to Tanzania to further develop our relationship with our sister parish in the Meru Diocese.

Our constitution and organizational structure allows members to form committees for mission and ministry work. Our SLT develops the policies by which OSELC and our

Ongoing Ministry Teams (**from here on to be referred to as OMT**) operate under to implement our mission and vision for OSEL. The overall organization of OSEL consists of our pastor(s) and staff working hand and hand with the SLT, OMTs and volunteers. We have team committees dedicated to reach into our congregation and assist members in need. Our prayer team prays for the needs of our congregation and the rest of the world. We have a Sunday school program dedicated to religious education, as well as an active youth ministry program. And, as described above, we have a committee (Outreach) dedicated to missions reaching around the country and the globe. Our confirmation program prepares our youth as they grow in their church role toward adult membership, our men's group promotes fellowship and biblical education for our men, our worship committee works diligently to enhance weekly worship for all, and our music groups provide beautiful Christian music and opportunities to extend God's message to the community at large.

As a member of the ELCA, Greater Milwaukee Synod, we worship and administer the sacraments, bring the Word of God to members of our community, minister to the needs of God's children through mission in remote locations around the world and by acting like Christians everyday as opposed to only talking about how Christian men and women should act.

We believe OSEL's top three assets are our people, our resources and our property. Our people have tremendous talents and gifts that are brought before us every day. Among our congregants are strong leaders, business men and women, teachers, parents and youth with great desire and potential to serve God according to their talents. Our organization is well established with the current staff, SLT and OMTs. We have a beautiful property. Our facilities allow us the space to host weekly Sunday school, summer vacation bible school, and organize large fundraising events while giving our youth plenty of room to play basketball in the parking lot, play football in the back or even volleyball in the sand.

Our Savior's Evangelical Lutheran Church is a congregation dedicated to serving Jesus. We are Bible Based, Saved by Grace, Serving with Jesus Every Place. Set in an affluent community in Waukesha County (lake country) with one of the top public high schools in the state of Wisconsin. Our focus is on meaningful worship, Christian education and service to our fellow human beings through strong family relationships and outreach.

The Mission Exploration Team extends a special thanks to Pastor Chuck Brummond for his valuable guidance and insight through the call process.

Please review the attached MET sub-teams reports which are presented for discussion and approval as we move forward in the process of calling a new pastor(s).

MISSION AND VISION TEAM

This team aided Our Savior’s Evangelical Lutheran Church in its understanding of the existing Vision for Mission and challenged it to embrace the most compelling Vision for Mission it can claim reflective of Matthew 28:19ff—“Go therefore and make disciples of all nations...”

Overview

The Mission and Vision Team completed its task which it defined as the development of “Visionary Statements of OSELC.” The Visionary Statements reflect the “image of the future we wish to create” compiled through several forms of interaction with the OSELC community, and reflect the prioritized desires of the OSELC membership in the areas of Worship, Outreach, Education, and Church Community.

Process

The process by which the Mission and Vision Team identified and created the outcome described below may be summarized in the following steps:

- a. Review of current Mission Statement and Three-Fold Vision Statement
- b. Invitation to congregation to comment on Mission and Vision
- c. Vision Potluck Dinner to engage congregation in discussion and development of shared Vision
- d. Consolidation of Inputs
- e. Drafting of “Visionary Statements” for OSELC

The team met on multiple occasions to discuss the current Mission and Three-Fold Vision of OSELC. Each meeting started and ended with prayer, seeking guidance and direction from God through His Holy Spirit for our discussions and thanking Him for the outcome and direction from those discussions.

We concluded, from external study and internal reflection, that “Mission” is defined as “who we are and what we do today” and that “Vision” is defined as the “image of the future we wish to create.” There was considerable discussion in the team of whether these statements required revision; ultimately, we chose to focus on engaging the congregation in Vision development and to “park” further discussion of the current statements.

Our first attempt at congregational input was to poll fellow MET members for their thoughts, upon prayerful consideration, on the current Mission and Vision statements. We received several enthusiastic responses which reflected general assent to the statements, but also highlighted some areas for improvement:

- Confusion about the “Mission” statement – is it mission, motto, purpose, creed?
- Specific phrases which were closely identified with previous pastors, but perhaps too narrowly defined for OSELC’s future.

- Some dissatisfaction with the process by which the statements were drafted.

We also asked MET respondents to identify other congregation members that they felt should be reached out to and asked the same questions. After reflection upon the number of people, and time, this would entail, we decided instead to open the discussion to the congregation.

We started a “visioning” process within our team by identifying key words and phrases which defined our personal “images of the future we wish to create.” We then posted these words and phrases, along with the minutes of our discussions and the current Mission and Vision statements, in the Chapel and invited all members to provide their comments about our process and thoughts. We communicated this invitation during Saturday and Sunday services on consecutive weekends, and kept the material posted for a total of 6 weeks. We received about a dozen thoughtful responses, most addressing support for the “family” element of the “Three-Fold Vision.”

The somewhat underwhelming response to this effort, along with input from the Self Study Team, led us to develop a plan to directly engage the congregation. The idea of a potluck dinner was suggested as a way to combine this important information gathering event with social interaction, thus creating an atmosphere conducive to sharing and open communication. The event was called the “Vision Potluck Dinner,” and our efforts turned to planning.

Sunday, July 12 was selected to have the potluck. The event was well publicized for several weeks with announcements in the bulletins and at services; the week before the potluck a direct mailing was sent to all members encouraging them to attend and those unable to attend to express their thoughts in writing. Happily there was a good turnout, over 40 members attended and there were also nearly a dozen written responses from members who were unable to attend.

Trent Spear, chairman of the Mission and Vision Team, made a presentation before we ate regarding what input the team was looking for people to express. The Mission and Vision Team’s original thoughts were divided into specific categories: Pastor, Caregiving, Music, Worship, Participation, Education, Culture, Servanthood and Youth. After everyone enjoyed a delicious supper, Trent asked people to express their thoughts and comments for a particular category which were written under that heading. Every single person in attendance had an opportunity to speak and provide input; all comments were written verbatim. The thoughts and comments of those who wrote were also added to the category lists.

The members in attendance were enthusiastic and expressed many fresh ideas. After all the categories had comments recorded we had a break for dessert and posting of the category sheets for people to review. After dessert everyone was asked to prioritize categories and had an opportunity to anonymously place a mark on each of their top five category choices. Before voting, everyone agreed “Pastor” was the understood ultimate

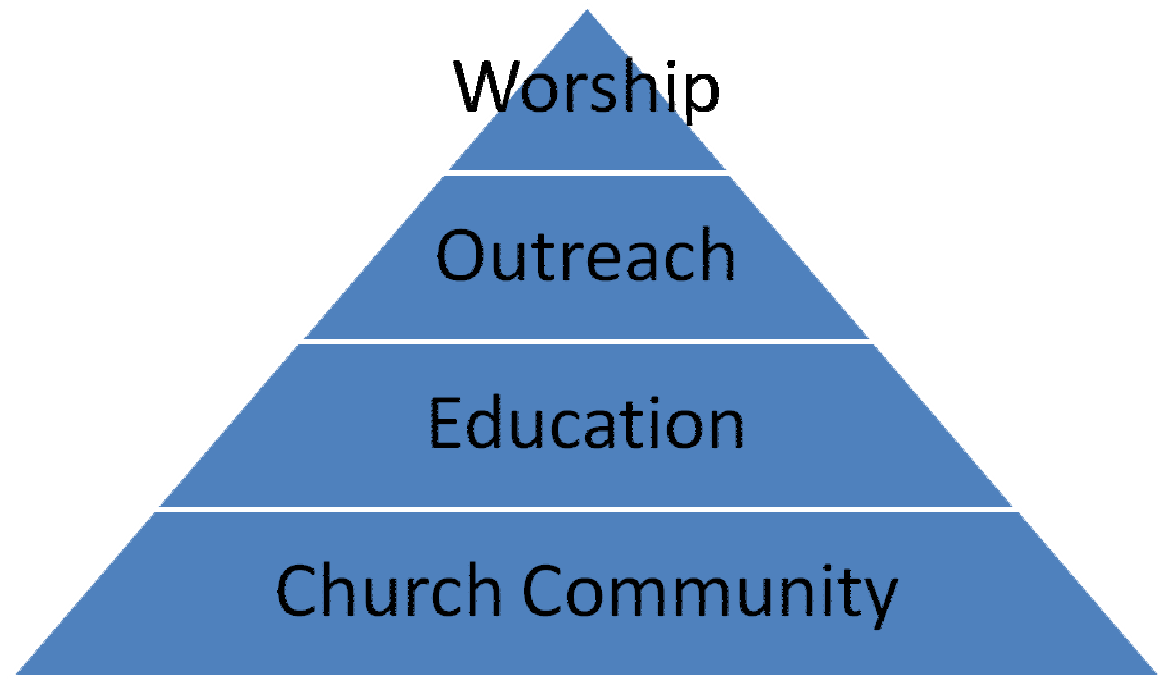
part and “Music” was an understood integral part of every aspect of our church life and thus removed from the prioritization process. Additionally, it was determined that “Servanthood” and “Caregiving” were so closely related that they would be voted on as a single category titled “Servanthood.” The categories were prioritized in this order: Worship, Servanthood, Education, Culture, Youth, and Participation.

Outcome

First, we provide some definitions:

- **Worship** is the pinnacle experience and ultimate expression of our devotion to the Triune God.
- **Outreach** is the humble service to others we perform, inspired by the Holy Spirit and led by the example of Jesus Christ.
- **Education** is the opportunity to grow in faith through God’s Word as communicated to us through His Holy Bible.
- Our **Church Community** is the support structure from which, through His grace, we fulfill His mission for us.

We view this as a pyramid, with each level building upon the one beneath it, culminating in our worship of and devotion to the one true God.



Recommendations to SLT based on Potluck Meeting

1. The Mission & Vision Team based on the definition of a “Mission” statement recommends that the current three-fold vision will be our three-fold mission statement.
 - **Life-Giving Weekly Worship** – The weekly gathering is the core reason we exist as a church.
 - **Service Adventures with the Poor and Poor in Spirit** – We believe that God transforms us through personal relationships with the poor, the wounded and the weak, who so often reveal God’s richness, health, and strength.
 - **Enriching and Renewing Christian Households and Marriages** – God created human beings with a deep longing for intimate bonds. Research has shown that stable loving families are the optimal environment for children’s health and the development of society. We believe that our church should do everything possible to strengthen families and enrich marriages in our community.
2. Additionally, the current mission statement will be our creed.
 - **Bible Based, Saved by Grace, Serving with Jesus Every Place.**
3. With this and these definitions in mind, the Mission & Vision Team recommends the following vision statements of OSELC :
 - OSELC will be a vibrant, sustainable church community which lives out the mission of Jesus Christ through Worship, Outreach, and Education.
 - **Worship** - We will have services that inspire through music, scripture lessons, and news of the church in action; all delivered in an accepting and welcoming atmosphere.

We desire engaging Bible-based sermons that provide advice and guidance on problems that confront us today as well as challenge us to become better Christians, parents, and citizens.

- **Outreach** - We will become known throughout the area as a church which puts the Word of God into action through service to those less fortunate in our community, state, country, and throughout the world.

We aspire to be a church that demonstrates Jesus' Love through our actions and humility.

"And you yourself must be an example to them by doing good works of every kind..." Titus 2:7a

- **Education** - We will support an outstanding Sunday School program with our time and talents so children are excited to attend and learn about God's love for his children.

We will provide a variety of interesting and challenging Bible studies and other Bible-based life-enrichment educational opportunities for all ages.

We will encourage all members and guests to engage in the Word to grow their faith and knowledge of Scripture in order to further their walk with Jesus Christ.

"... Let everything you do reflect the integrity and seriousness of your teaching." Titus 2:7b

- **Church Community**

We want to be known as a vibrant and active community which provides opportunities for Christian social interaction, where social bonds are formed, and where all members contribute to the success of the church with their resources and talents.

We will be a loving community that ministers through prayer and support to members in special needs and circumstances, accepts all believers and seekers, and welcomes guests with overwhelming enthusiasm.

SELF STUDY TEAM

The work of the self-study team is much like the functioning of a doctor offering a complete physical examination to a patient. The goal is to examine the vital signs and then to determine which organs within the body of the congregation are functioning in such a way that they give life, spiritual well-being and good health to the whole, and conversely, which organs or organ systems in the “body” may not be functioning as intended and thus bringing ill-health to the whole of the congregation in its efforts to fulfill its vision for mission. The Self-Study Team made recommendations to the Mission Exploration Team (MET) and through the lenses of the other two teams ultimately made recommendations that are needed for congregational health.

Review of Constitution

The current Constitution and By Laws of Our Savior’s Evangelical Lutheran Church (OSELC) was approved on August 24, 2003. There are incomplete Continuing Resolutions related to Committees and Working Groups along with two approved Continuing Resolutions; one for the Overall Description of Ongoing Ministry Teams (OMT’s) passed on 7/10/2007 and one for the Open SLT Meeting Policy passed on 8/5/2008.

Follow up on the readiness study for a capital campaign (Marion Heinz Report) from December 8, 2005

Recommended Actions to Implement:

1. *Complete the planning process for the Vision/Mission of the Congregation.*
In our opinion the MET is currently completing a comprehensive process. The resources needed in staffing, facilities, and finances need further definition.
2. *Building Committee to study current use and plan future expansions with financing.*
Based on current usage, space does not seem to be a pressing need. However several forward looking facilities and maintenance issues do remain. Please see section on Facilities.
3. *Hire a Youth Director*
A part time Youth Director has been hired.
4. *Hire an Office Manager*
A part time Office Manager has been hired.
5. *Establish a future Building Fund and Capital campaign to pay off the mortgage.*
The 2005 report stated that OSELC was not ready to begin a capital campaign. It has not been revisited since but should be in the future.
6. *Design a communications plan so that all members are kept informed.*

There have been many efforts to communicate with the Congregation from the SLT and OMTs. An attempt should be made to craft an overall communications strategy that is in writing. Calling Post service, an upgraded website, and expanded bulletin information pages have all also added to improve overall congregation communication.

7. *Develop a hospitality ministry that focuses on visitors and gets members more involved.*

The Service Coordinator part time position is in place now to find and place individuals into volunteer positions. Additionally, this would be both an evangelical and “In reach” program and merits further exploration.

Financial Review

Findings

Current Accounting Procedures: OSELC has been using Church Management Software for the last 4 to 5 years. This software was implemented by the previous Treasurer. A part time staff person enters payroll information, payables, applies offerings received and cuts checks to be paid. The current treasurer signs the checks, and performs a variety of other bookkeeping duties to continue the business of the church. The current part time person works about 8 hours, and the treasurer (volunteer) in the past, would work approximately 20 hours a week to accomplish all accounting and bookkeeping needs for the church. As of this writing, the staff position is now vacant and a new job description has recently been developed by the SLT.

Current Banking Relationships: OSELC has bank accounts with M & I Bank in Hartland, Wisconsin. The mortgage for OSELC is held by Chase Bank. The current mortgage balance stands at \$450,000 at 5.9% amortized for 20 years. The current monthly payment is \$3,400 per month.

Reporting: The Treasurer provides monthly reports for the SLT for their review. Weekly updates for offering giving is also prepared and printed in the weekly bulletin on Sunday mornings.

Currently: As of the week of 9/6/2009 the reported YTD offering deficit is (\$44,920.00). Historically, operating deficits are made up in the last quarter of the year through increased giving.

Auditing: The most recent Auditing committee disbanded a few years ago. They had been auditing the books for many years and decided to retire. A new committee has not been formed.

It is the opinion of the Self Study Team that OSELC operates in a fiscally sound manner.

Review of Endowments

The solicitation and management of Endowments is not included within the context of the Constitution and Bylaws of Our Savior's Evangelical Lutheran Church as reviewed by the Self Study Team. The establishment of the Church endowment was approved at the January 4, 2005 SLT Meeting, and by the Congregation at its January 2006 Meeting. The general rules are outlined in the Endowment Fund Brochure in the church office. No Investment Policy Statement (IPS) currently exists for the management of the funds. The current balance of the Endowment Fund stands at \$4,000.

Review of Facilities

Building is currently 10 years old. The following repair items are anticipated within the next 3 – 10 years:

- Roof
- Parking Lot Repairs
- Parking Lot Expansion
- Carpet in Fellowship Hall
- Water Heater upgrade
- HVAC
- Interior painting

Funds are budgeted annually for general upkeep, janitorial and routine maintenance items. There is a reserve fund for unexpected expenses related to property.

Asset Inventory: 300 items have been identified and labeled as Church property. Not all church-owned property is included in this list to date. This list is hand-written and there is no schedule for regular review.

Facilities Use: There is a lack of a clearly defined and/or communicated facilities use policy that defines acceptable use of the facility and other church property by members, the community at large, not-for-profit, and for-profit purposes.

Space: There is a perception that we have currently outgrown our available Sunday school space. As Sunday school attendance increases, the capacity to serve those attending is a challenge each week. There is discussion around the perception of space constraints versus making better use of the current space to better serve the Sunday school each week.

Technical Review

Audio/Visual: We can function in our current state with minor changes and upgrades to software programs. Current costs surround maintaining status quo, minor repairs, projector lamps, and membership fees to software services. We rely solely on the use of trained volunteers as the source of operating the A/V equipment.

Computer Systems: The average age of existing desktop computers is 8 years with one processor update. The goal is to replace one system per year based on budgetary constraints. The recommendation of an outside consulting company is that we immediately update four systems.

Internet Service Provider: Milwaukee PC using AT&T. No WiFi services

Printer/Copier/Fax: The copier was leased in 2007. It is multifunctional and can serve as a printer as well. It collates copies and folds saving valuable time each week in the preparation of church documents. The office staff loves the copier.

Phone System: Provider: Lucent Technologies (Avaya) Long Distance Carrier: AT&T

Calling Post: As a means of communicating important information to the congregation at large or select groups within the congregation. Feedback to this tool has been mixed but primarily positive in allowing the congregation to get up to the minute information with regard to weather related closures and reminders for service participation.

Voice Mail System: Lucent Technologies (Avaya)

Review of Organizational and Leadership Structures

The goal of this review is to discover the formation, structure, and function of the SLT, OMTs, Pastoral, Paid, and Volunteer Staff at this time. Using the Constitution of Our Savior's Evangelical Lutheran Church approved on August 24, 2003, most current position and OMT descriptions available, the Self Study team confirms that the current organizational structure in place is in alignment to the Bylaws of the Constitution, specifically article B4.04 Organizational Structure. Any proposed changes to the current organization structure would require changes to the Bylaws of the Constitution.

Senior Leadership Team: The first reference in the Constitution to the SLT is found in Chapter 04. The roles and responsibilities of the SLT are clearly stated in Chapter 12 of the Constitution. The Organizational Structure of the church is defined in the Bylaws of the Constitution.

Executive Committees, Committees and Working Groups: The Constitution allows for the formation of Executive Committees, Committees, and Working Groups at the discretion of the SLT within the bounds of the Constitution. All Committee and Working Group duties, responsibilities, and membership requirements are to be detailed in the Continuing Resolutions of the Constitution. These sections are currently incomplete. Incomplete descriptions make it impossible to determine the roles and responsibilities of members of these entities.

Pastoral Staff: Chapter 9 of the Constitution defines the requirements, scope, and span of control of called Pastors at OSEL. Specific job duties, compensation and other matters specific to the service of the Pastor are detailed in the Letter of Call.

Paid Staff Positions: Paid staff positions exist to carry out the work required in support of the ministry of OSELC. All paid staff positions have detailed job descriptions, and these should be placed in the Continuing Resolutions for clarity. A new Employee Handbook is currently under review for approval by the SLT.

Volunteer Staff Positions: Volunteer staff positions exist in support of the ministry of OSELC. Most volunteer staff positions have detailed job descriptions, which should be included in Continuing Resolutions for clarity. Two vacancies currently exist for key volunteer staff roles; one for Sunday School Coordinator and one for 7th/8th Grade Confirmation Coordinator(s).

Recommendations to SLT

1. It has been six years since the constitution was approved. A thorough review should be conducted at least every 5 years. Given the gaps defined during the current Self Study and the changes recommended in staffing and/or OMT reporting structures it is necessary to have in place, within the document, clear direction for the execution of OSELC's ministry. We recommend that the SLT prayerfully consider the formation of a committee with the express purpose of completing the constitutional review, completing the existing continuing resolutions, and adding ones pertinent to the existing staff, volunteers, and committees. A complete list of suggested constitutional changes has been forwarded to the SLT for consideration.
2. To further enhance the financial responsibility and sound asset management of OSELC, it is our recommendation that an auditing committee be formed by the SLT. Internal audits should be conducted annually. An independent audit of the church finances should be conducted every 3 years.
3. It is difficult to recruit a volunteer church treasurer, as they need to possess a skill set specific to accounting or bookkeeping and the time commitment is prohibitive. Ideally, the volunteer treasurer should oversee the paid financial staff in performing the bookkeeping tasks. Historically, the treasurer was actively involved in the bookkeeping tasks. To this end the staff position should be increased to 20 hours per week from the current 8 hours and the position filled by a candidate that possesses the direct skills necessary to function independently with clear direction from the treasurer.
4. The finance software in use, while specific to the church environment, should be reviewed for upgrade as software applications change frequently. There is more current software available that will aid in reducing the amount of time involved to perform financial activities.

5. It is lifted up that the possible committee convened with the express purpose of revising the Bylaws at OSELC includes in its charter the endowment addition. The documentation and duties need to be incorporated in the Church Bylaws (Chapter 16) based on the way it was approved by majority vote.
6. It would be prudent for the church to develop an IPS to give guidance of the management of the funds.
7. It is lifted up to the SLT that we should identify and plan for both short and long-term capital expenses.
8. We lift up that the memorial fund should be included in any future financial review.
9. It is lifted up that a clearly defined facilities use policy, including guidelines for the use of the building, grounds, and OSELC assets be communicated to the congregation at large.
10. While the current level of technology serves the current needs of OSELC it is recommended that a full technology review is done every 3 to 5 years.
11. In the future in order to provide video taping of services for shut-ins, elderly and outreach ministries would require a significant upgrade to the equipment and technology of the church, as we currently are not set-up to do this. This would also benefit overall communications and provide access to meaningful worship to all members.
12. It is recommended that a position results description be drafted for the Pastor(s) that will provide clear and concise expectations for performance in accordance to the ministry goals set forth by the Congregation. This document can serve as a meaningful guide and metric for performance evaluation and professional and personal growth.
13. Develop a church-wide communications plan in order to increase involvement and promote an attitude of openness and trust. All groups have identified the need for improved communication. The Self Study Team acknowledges significant strides by the church leadership in improving communications. Such a plan would consider including the following elements:
 - a. Publish a short Communications Handbook to be given to all current and new members, which would include organizational structure, leaders, liaisons, contact information, committee opportunities, and major events in the calendar year, service opportunities, and all staff members with their responsibilities. If Committees choose they can put a short list of their goals to be accomplished. Also contact persons for the most common

member questions or needs. The Handbook would be updated once per year in February.

b. The SLT would conduct a bimonthly Planning Council meeting with all the OMT Chairs. The Planning Council is the SLT plus the OMT chairs.

c. The SLT can promote church wide potlucks to discuss and communicate church wide issues that affect most members. The Congregation will need to be “trained” to understand they are expected to participate and their opinions and needs are both wanted and registered.

d. Since the majority of members gain their information from the Sunday bulletin and the monthly Scroll newsletter, these are the vehicles all groups should use to communicate most effectively. Progress has been made in the recent bulletins, and with reinforcement of announcements scrolling prior to the service. The use of church flyers, postings, handouts and displays is also encouraged, but will not reach everyone.

e. On Church wide issues that will not have a potluck type event, the originating group including the SLT should hold a town hall style meeting to allow for Congregational input and discussion. Congregational participation should increase as this type of forum is used more often.

f. Surveys should be employed on appropriate congregational questions to gain input in the decision making process. The Self Study Team acknowledges the efforts to survey the congregation by the SLT, OMTs and other MET committees on issues pertaining to the vision and mission of OSELC as well as the Sunday school vision and other important issues of consideration.

g. Use of Calling Post to announce church wide information and emails for member service reminders is useful. Care should be given to creating accurate and concise Calling Post messages which avoids the need for duplicate calls as the effectiveness decreases and the cost increases.

h. While less effective in reaching large numbers of members, bulletin boards should be used to reinforce messages, but should be monitored and changed on a routine basis.

i. This list is not complete and it is recommended that a more refined plan be created over time.

14. Develop an In-Reach Program: OSELC’s Fellowship committee during our “pastoral church” days became the Hospitality committee as we grew in attendance and became more “program church” in approach. The food service for every event and Sunday morning hospitality overextended the committee. We

would suggest a broadening of the scope and membership to include methods of increasing member involvement and connectedness, and perhaps more sharing in the kitchen chores.

Secondly, part of the In-Reach program would be to discern why members voluntarily leave the church which would require a study by the Evangelism/In-Reach committee.

Thirdly, there is a disconnect between sign up sheets and solicitations requested in the Narthex and delivery of those interested people to the committees responsible for the event or activity.

The current Mission item of support for marriages would be a part of this committee's mission, along with fellowship, hospitality, funeral support, and perhaps some potluck coordination. A most useful idea is that of fellowship circles, where the Congregation is gathered into smaller circles so no one is "lost" in our large church. Lastly Evangelism would be part of this group, to integrate new members and make OSELC a welcoming place in the community.

STAFF NEEDS TEAM

This team studied and reviewed existing needs of the present staff and volunteer members and leaders to consider future staffing and volunteer needs and configuration that is appropriate and reflective of our Vision for OSELC. The team proceeded upon the assumption that staffing designs that have “worked” in the past are not necessarily a guarantee that they are appropriate for the future or could faithfully serve as a congregational vision for 2009 and beyond. The following summarizes the actions, findings, and recommendations of the team.

Actions Completed

1. Interviewed staff, key leaders and OMTs - - focus was on alignment to job description; interactions and communications with other staff and/or teams; and future of the position or team.
2. Reviewed current job descriptions.
3. Worked with Office Manager to create Staff Handbook.
4. Reviewed current performance evaluation process and forms.
5. Conducted external research for church organizational structure.

Key Findings

1. Feedback from interviews with staff and key leaders indicates a need to improve communication and clarify roles.
2. General consensus is that not all OMTs need (or want) to exist as an OMT and some would like more flexibility.
3. Church sizes are typically categorized by Sunday worship attendance. There are three generally accepted categories: Pastoral-based, Program-based, and Mega. OSELC falls into the Program-based category. Recognizing this and researching best practices for this category gives greater insight into how to grow and develop OSELC.
4. Job descriptions are generally accurate and reflect current work of staff and OMTs.
5. The performance review process (for paid staff) is well-defined and follows current best practices.
6. Employee benefits are not well-defined or structured. Decisions are made based upon the individual versus adopted policy.

Recommendations to the SLT

1. Make minor changes to current job descriptions for consistency.
2. Review job descriptions after 4-6 months of new Pastor being on board to refine and update based upon potential changes to positions.
3. Create job descriptions for Pastor and key volunteer positions - - Drama Coordinator, Sunday School Director, Confirmation Leader, Head Usher, Head Counter, Technology Service Coordinator.
4. Adopt the Staff Handbook to provide consistency and clarity in employment practices and administration of benefits.
5. Implement minor changes to performance evaluation forms to provide more focus on goal setting for upcoming year.
6. Ensure consistency and compliance with performance evaluation process, including Pastor.
7. Move annual salary increases from January 1 to February 1 to allow for approval of annual budget.
8. Formally recognize and create guidelines differentiating between OMTs and ministry teams.
9. Reduce number of OMTs based upon above guidelines.
10. Assign all OMTs and ministry teams to a staff liaison and SLT member.
11. Reduce number of direct reports to Pastor.
12. Align staff and key volunteer positions based upon programs, mission, and priorities of congregation.
13. Create new positions for Director - Christian Education (within 6-12 months) and Communication/Marketing Specialist (18-24 months).

