

St. John Lutheran Church

Strategic Plan

Best Practices of Benchmarked Churches

October 21, 2008



Index of Documents

| Ref. | Document |
|-------------|--|
| A | Summary of Best Practices |
| B | Summary of Visits |
| C | Visions and Missions from Web Sites |
| D | Senior Pastor Overall Focus and Best Practice |
| E | Senior Pastor Interview Notes |
| F | Worship Service Survey |
| G | Index of Materials Collected |
| H | Pastoral & Director Positions |

Summary of Best Practices

As part of the strategic planning process the team conducted a benchmark analysis of six other large congregations in the Minneapolis Synod of the ELCA by worshipping at each church and conducting an interview with the Senior Pastor. Each person who participated in this effort thought it was extremely worthwhile and has suggested this type of effort continue annually as part of a continuous learning process for our church. We found the following to be the “Best Practices” of this group.

- | | |
|---|--|
| Worship Ministry | <ol style="list-style-type: none">1. Offer at least one evening service weekly.2. Provide at least one weekly contemporary worship opportunity.3. Keep service length to 60 minute maximum even on Communion Sundays. |
| Music Ministry | <ol style="list-style-type: none">4. Invest in paid outside musicians frequently to provide a variety of musical experiences. |
| Family and Children’s Ministries | <ol style="list-style-type: none">5. Create opportunities for the entire family to participate in fellowship and outreach activities, including the children. |
| Youth Ministries | <ol style="list-style-type: none">6. Involve Youth in activities beyond Confirmation throughout their middle and high school years including worship and music as well as fellowship and outreach programs. |
| Adult Ministries | <ol style="list-style-type: none">7. Supply a variety of service, social, spiritual and support programs that are targeted to adults. |
| Outreach Ministry | <ol style="list-style-type: none">8. Actively participate in local outreach organizations and at least one international mission.9. Inform the congregation monthly or quarterly of the results of the ministry programs by providing specific examples of good works. |
| Staffing | <ol style="list-style-type: none">10. Lead programs with staff rather than volunteers for most effective results but involve volunteers as much as possible.11. Utilize a Volunteer Coordinator to integrate new members into the church and to involve existing members. |

Summary of Best Practices

12. Fill paid positions from outside the church membership to avoid conflicts of interest.
13. Pay at competitive market rates to ensure that high quality individuals are attracted and retained.
- Buildings & Grounds** 14. Maintain a clean, fresh, attractive and well lit appearance throughout.
- Marketing** 15. Comprehensively market to the membership and local community.
- Financial** 16. Plan a budget surplus to ensure adequate financial reserves are available to carry through short periods of lower contribution activity.
- Mission statement** 17. Create a brief, easy to remember mission statement for members and publish it everywhere on the property and as well as in all publications.

Summary of Visits

| Best Practice | Lord of Mount | | | | | |
|--|---------------|----------|--------|---------|-----------|---------|
| | Beth | Immanuel | Life | Calvary | St Philip | Trinity |
| Assessment | | | | | | |
| 1. Concrete Mission | 5 | 5 | 5 | 4 | 5 | 4 |
| 2. Effective Shepherding | 5 | 3 | | 3 | | |
| 3. Dynamic Worship | 5 | 4.5 | 5 | 4 | 5 | 5 |
| 4. Small Group Ministry | 5 | 4 | 5 | 5 | 5 | 5 |
| 5. Strong Leadership | 5 | 4 | 5 | 5 | 5 | 4 |
| 6. Effective Decision Making Process | | 4 | | 4.5 | 5 | |
| 7. Several Excellent Programs | 5 | 4 | 5 | 5 | 5 | 5 |
| 8. Open Accessibility | 5 | 4.5 | 5 | 5 | 5 | 5 |
| 9. High Visibility | 4 | 4 | 5 | 5 | 5 | 5 |
| 10. Adequate Parking | 4 | 3.5 | 5 | 3 | 5 | 5 |
| 11. Adequate Facilities | 5 | 3.5 | 5 | 4.5 | 5 | 5 |
| 12. Generous Giving | | 5 | 5 | 3 | 5 | 5 |
| Worship and Music Ministry | | | | | | |
| 1. Services beyond Sunday morning | | | | | | |
| a. Saturday night | | Y | Y | Y | Y | |
| b. Sunday night | Y | | | | Y | |
| c. Monday night | | | Summer | | Y | |
| d. Wednesday night | | Summer | | Y | | Y |
| 2. Weekly Non Traditional formats | Y | Y | Y | Y | Y | N |
| Children and Youth Ministry | | | | | | |
| 1. Family/children's programs beyond Sunday School & Music | Y | Exten | Exten | Y | Y | Exten |

Summary of Visits

| Best Practice | Beth | Immanuel | Lord of Life | Mount Calvary | St Philip | Trinity |
|---|-------------|-----------------|---------------------|----------------------|------------------|----------------|
| Adult Ministry | | | | | | |
| 1. Spiritual ministry offerings beyond worship & music (such as bible study) | Y | Y | Y | Y | Y | Y |
| Volunteers | | | | | | |
| 1. Volunteer coordination by staff | Y | Y | Y | Y | Y | Y |
| 2. Leadership training for volunteers | Y | Y | Y | Y | Y | Y |
| Outreach (Service) Ministry | | | | | | |
| 1. Local, natnl, intl service ministries | Exten | Exten | Many | Many | Many | Many |
| Buildings and Grounds | | | | | | |
| 1. Good signage, adequate parking, well maintained gardens and grounds easy access to/from entry to Sanctuary | Y | Y | Y | Road Access | Y | Y |
| Fellowship/Relationship Development (Support and Social Ministries) | | | | | | |
| 1. Small group ministry | Many | Many | Many | Many | Many | Many |
| Staffing | | | | | | |
| 1. Avoid hiring members | Y | Y | Y | Y | Y | Mostly |
| 2. Pay competitively | Y | Y | Y | Y | Y | Y |
| 3. Staff leadership vs committees | Y | Y | Y | Y | Y | Y |
| 4. Exec/Admin Pastor | N | N | Y | N | Y | N |

**Visions and Missions
From Web Sites**

Bethlehem

Connecting people with God, each other and their mission in the World

Serve-get involved with ministries helping others

Connect-meet others for fun and fellowship

Reach-beyond the walls of Bethlehem

Grow-in faith

Immanuel

Celebrate that God is with us

Grow as Christ works in us

Serve as the spirit loves through us

Lord of Life

Gather joyfully,

Grow spiritually,

Go faithfully so that all may have LIFE and have it abundantly in

Jesus Christ

Mount Calvary

Our vision is to be a place where visitors and new members feel a sense of belonging and friendship

St. Philip

Reach out to all God's people

Proclaim God's word at every opportunity

Inspire people to do God's will

Trinity

Share the love of God through the proclamation of the Gospel

Accept one another as we are and work together to establish a community of faith, and

Reach out to the needs of people with understanding and compassion, nurturing spiritual growth.

Senior Pastor Overall Focus and Best Practice

Bethlehem-Since 1996 they have been a purpose-driven congregation recommitting and challenging the members to be more Christ-like and outward looking. Weekly attendance has grown from 650 to over 1300 with giving, ministry and education growing at faster rates. They have launched two new satellite churches-Jacob's Well trying to reach those who distrust Christianity and the church and Spirit Garage which meets at Music Box Theater and is targeted at Uptown's unchurched residents.

Immanuel-They focus internally serving those who want to be served. They especially concentrate on families and children/youth and have close ties to the Youth and Family Institute. "It's not about new members, it's about getting the current membership engaged and enthused about growing their faith and living a Godly life outside of church day-to-day." In spite of the concentration internally they give 20% of their income externally to the Synod (13%) and other Missions (7%).

Lord of Life-Worship and Music is the primary focus of the Senior Pastor. With five services per week he gives 2/3 of all sermons annually in the belief that people join, stay or leave because of the Senior Pastor. He also focuses on ensuring that there is a wide variety of quality spiritual, service and fellowship programs beyond Christian Education and Music for children and youth.

Mount Calvary-Like Immanuel they are focused internally on their existing members. On a weekly basis the Senior Pastor stays in touch electronically with over 400 family units that subscribe to his electronic newsletter. It is carefully crafted to provide advance material for the week including: scriptures and their interpretation; sermon notes for the upcoming Sunday services; background information on the music-composer, performers and connection to the service; church news items; and lastly, a section on humor.

St. Philip-Focus is on Missions and Leadership development. Last year they gave over \$600,000 to missions (a 23% increase over the prior year). They have built schools in four countries and are very active in local charities. Many pastors come through St. Philip and move on to their own churches. The Senior Pastor is very well organized and stresses this need to be organized with his subordinates. They are a staff-led church and make extensive use of volunteers.

Senior Pastor Overall Focus and Best Practice

Trinity-The Senior Pastor is very organized and a dynamic visionary similar to others noted above. His leadership theory is to have the answer and lead everyone to it by empowering them to make their own decisions. He tries to operate a lean business structure that requires a minimum of his time to oversee. His primary focus can then be oversight of the many different ministries of their church.

**Senior Pastor Interview Notes
Index**

| <u>Page</u> | <u>Church</u> |
|--------------------|------------------------------|
| 1 | Bethlehem Lutheran |
| 3 | Immanuel Lutheran |
| 6 | Lord of Life |
| 9 | Mount Calvary |
| 12 | St. Philip the Deacon |
| 15 | Trinity Lutheran |

**Senior Pastor Interview Notes
Bethlehem Lutheran**

3 September 2008

**TO: Skip Smith, Chair
Strategic Planning Committee**

**FROM: Cheri Fischer, Council President
St. John's Lutheran Church of Mound**

**RE: Visit Bethlehem Luther Church, 4100 Lyndale Ave. So.
Minneapolis
Interview Pastor Chris Nelson**

Pertinent Information:

**3500 members – goal is to reach 20,000 people by 2020
Approximately 250-300/ service
5 pastors + intern and office staff
5 services/Sunday
Fabulous Pipe organ
Semi contemporary service @ 11:30 a.m. (this amounts to changing the
musical instruments to flute/piano/guitar – 75-100 attending**

**Started Spirit Garage (1996-1997)
This is held at the Music Box Theater
3-4 Rock bands that alternate
Rob is the minister**

**Jacob's Well
This is a mission church
Meets at the field School on 46th street
\$450,000 over three years
Bethlehem sent some of their best givers to this church
For a period of two-three years to get it going**

**Wellness Community of Minnesota
Staffed by Bethlehem
With Messiah Lutheran
Put this together
Somali – very diverse**

**Full schedule in summer
700 – ages 0-10**

Schedule E
p. 2 of 17

**Senior Pastor Interview Notes
Bethlehem Lutheran**

Per Pastor Nelson – 4 things Bethlehem did that was successful in reaching the people:

- 1. Technology – a. Facebook – Pastor and staff
b. Web – young adults look for an experience
2 clicks for info, be able to respond. Blog**
- 2. Started a new Worship community (Jacob's Well mission church)**
- 3. Did a marketing study on the seriously un-churched baby boomers
They relate better to acts of service to the community – will work with church people in acts of service, but are not interested or comfortable with church setting**
- 4. Meet them where they are – Starbucks Bible Study**

**Quote “McCristian” - this is a book he recommends
89% ages 16-29 have a negative impression of church
91% - say the church is anti-gay, too self righteous, hypocrites**

By contrast Central Lutheran is down in membership from 4000 to 2000

Pastor needs to meet with small groups

**Big picture thinking:
Church Council sets the ends
Staff sets the means**

**Senior Pastor Interview Notes
Immanuel Lutheran**

Pre-worship service review:

- 1. Website review – www.immanuel.us**
- a. Contemporary look and feel – leverage you tube for youth**
- b. Mission statement is very visible**
- c. Powered by ChurchSites**
- d. Includes**
- i. Volunteer online**
- ii. Calendar – including weddings**
- iii. Prayer Requests**
- iv. Hot links to Newsletter – “Luthers Way”**
- v. Pictorial directory**
- vi. Publicity form – project or event request**
- 2. Sr Pastor Paul Nelson952-937-8123**

Worship service attendance notes:

- 1. Attended 10:30 am Sunday, August 10, 2008 (contemporary service)**
- 2. Materials collected**
- a. Luther’s Way Monthly Newsletter**
- b. Celebrate God’s Gifts – booklet on members of expressions of faith**
- c. Welcome Handout – summary of all activities and leadership**
- d. Brochures – Faith Groups, Children’s Ministry, Adult Education**
- 3. Large Parking Area – but fills up on 0930 service**
- 4. Main entry was a little confusing – guests for baptism were trying various doors**

5. Remodeled sanctuary (5-7 yrs)– open, bright and warm
 - a. New baptismal font – huge and impressive
 - b. Currently remodeling the kitchen – “Lutherans need a Large Kitchen”
 - c. Chairs not pews
 - d. Offering envelopes only items in chairs
6. Hymnals donated in memory of – similar to STJ
7. Service very casual
 - a. Pastors were not ready when music stopped
 - b. Band – permanent stage and members
 - c. No lay leader – Pastor read liturgy and Sr Pastor conducted sermon

Schedule E
p. 4 of 17

**Senior Pastor Interview Notes
Immanuel Lutheran**

- d. Kids sermon
- e. No clapping until last song
- f. Sell same packaged coffee as STJ
- g. Sell t-shirts and sweatshirts in church office – on display
- h. Bibles are used to follow the lessons
- i. Excellent music – led by Sr Pastors wife and daughter
- j. Good energy
- k. Very similar demographics – mainly white with children 30-50 yrs of age for couples
- l. Good bulletin

Sr Pastor Discussion Points –Interviewed 9-11-08 at his office

Paul has a very comfortable office, not large or not small.
Paul started out as Immanuel's Youth Director (85-88) and then went to seminary. He had a call to Grand Rapids and then applied at a few churches in Mpls, with no real intention to go back to Immanuel. However, the Sr Pastor at Immanuel became ill and he felt the calling and that is where God wanted him to go though not the position or church he originally desired.
He started out as an Associate and was promoted to Senior (all but 4 votes) and has been a Senior for the past 10 years.

Attendance:

Sat (5%)
Sun 0800 Traditional (15%)
0930 Traditional (45%)
1030 Contemporary (35%)
Wed summer service is lightly attended

Membership:

Minimal growth over the past couple of years
New members join due to other members that invite them – very little local outreach to gain new members
Members join because of others and programs. Though music is important to their church and new members it does not rank in the top 5 of reasons they join.

Staff:

Tenured staff with very little turnover – 2 admin, $\frac{3}{4}$ - church admin
Full-time Sr High Youth Director and Minister of Music (see bulletin)
Managed by Paul – similar structure to a business/CEO model

Schedule E
p. 5 of 17

**Senior Pastor Interview Notes
Immanuel Lutheran**

Paul-A very personal affectionate person, not a detailed person, big picture visionary, motivator
Wife is the lead singer in the contemporary band

Key's to church – charged up the membership and new mission based on "Youth & Family Institute"

Launches a new theme each year under the 4 Keys (must review in detail)

Attributes his growth to the coaching he has received from this program and most recently has joined the BOD. He is highly complimentary of this program.

Stewardship (20%) – 13% to Synod and 7% to outreach ---regularly discuss during services and how their monies are assisting others.

\$1M budget excluding capital, currently ahead of budget, budget is seasonal, they use Simply Giving

Summary:

They have built a program that the current membership has embraced where they have expanded their church lives from involvement to giving. Membership has increased their giving.

It's not about new members, getting current membership engaged and enthused about growing their faith and living a Godly life outside of church – day-to-day.

**Senior Pastor Interview Notes
Lord of Life**

Pre-worship service review:

1. Website review-very impressive site
2. Sr. Pastor Peter Geisendorfer-Lindgren 763-420-5015 x 105

Worship service attendance notes:

1. Attended 9:45 am Sunday, July 20, 2008
2. Materials collected:
 - a. New member information packet
 - b. Weekly bulletin
 - c. Monthly newsletter
 - d. Quarterly Recovery Ministry newsletter
 - e. Periodic Adult Ministries newsletter
3. Large parking area
4. Newer structure-built in 2000
5. Friendly and welcoming membership
6. Light colors and much sunlight in sanctuary
7. Energizing music
8. Excellent special music
9. Bulletin was very full and had great explanatory comments (passing the Peace, communion, etc.)
10. Minimal lay involvement-psalm reading only
11. Worship service assessment (survey) performed

Senior Pastor Discussion points:

1. Met at Lord of Life 11:00 am on Wednesday, July 23, 2008
2. What are the services and approximate school year attendance?
 - a. 5:30 pm Saturday-400 (22%)
 - b. 8:30 am Sunday-300 (16%)
 - c. 9:45 am Sunday-650 (35%)
 - d. 11:00 am Sunday-500 (27%)
 - e. 7:00 pm Monday
 - i. Offered June-August
 - ii. 50-100 attend
 - iii. Targeted for summer cabin people
2. Describe the various services and format of each:
 - a. The same pastor gives the sermon at all services for the week.
 - b. The liturgy is consistent from service to service. The music is the variable. Therefore, they don't have contemporary, blend and traditional services, they tend to be primarily traditional.
 - c. Senior choir normally performs for two Sunday services.

**Senior Pastor Interview Notes
Lord of Life**

- d. Communion is offered weekly on Saturday but on the third Sunday for the other services.
- 3. How do you account for the growth in attendance:
 - a. Community growth
 - b. Young families self motivated and looking for a church
 - c. Location (CR 10 and CR 101)
 - d. New building (built in 2000)
- 4. What factors convert visitors into members and what retains members:
 - a. Excellence in music at all services
 - b. Sermons still matter-Senior Pastor does 2/3 of all preaching and all important Sundays. He is why people stay or leave.
 - c. Highest quality/broadest offering of programs for kids of all ages in addition to an outstanding Sunday school program. This is essential for young families to remain.
- 5. Discuss the culture:
 - a. Senior Pastor sets the climate for the entire staff and membership. It is controllable and changeable.
 - b. Peter's style is characterized as "non-anxious leadership". It should be fun to worship and work at Lord of Life. If the Senior Pastor is calm everybody is calm. If he is concerned, nervous or anxious so is everyone else.
- 6. Describe your philosophy for organization structure:
 - a. Paid staff supervises, organizes and trains volunteers.
 - b. Volunteers are being trained and developed to be leaders.
 - c. Part time is encouraged even though scheduling can be a challenge. At home parents want few hours and organizations don't pay benefits below 25 hours per week.
 - d. The Church Council's role is to set the vision and strategy. They decide what they want the church to become and give the Senior Pastor the responsibility to make it happen and be accountable for results (see web article by John Carver on "*The Policy Governance Model*").
 - e. Committees are no longer being used.
 - f. Church Council terms are three years and can be renewed once.
 - g. Summer office hours are the same as winter hours.

Copies of the following have been received:

- 1. Vision & Strategic Plan
- 2. Budget (identifying salaries and benefits)
- 3. Staffing
 - a. Organization chart

**Senior Pastor Interview Notes
Lord of Life**

- b. Job descriptions/responsibilities (for two pastoral positions)**
 - c. Performance evaluation process & review forms**
 - d. Source for Compensation guidelines (some come from the Synod (Associate Pastors & Music positions) and the balance are internally created)**
 - e. Employee Handbook**
- 4. Church Council Governance Process**
 - 5. Ends and Means documents**
 - 5. Church Council Sample Meeting Agenda and Minutes**

**Senior Pastor Interview Notes
Mount Calvary**

Pre-worship service review:

1. Website review-Informative and impressive website, updated weekly, powered by WebMinistry Website Platform
2. Senior Pastor David Olson 952-474-8893 x120

Worship service attendance notes:

1. Attended 8:30 am, Sunday, August 17, 2008
2. Materials collected:
 - a. New Member information
 - b. Weekly bulletin
 - c. Annual Report 2008
 - d. Monthly newsletter
 - e. "Studies in Grace" information
 - f. Mount Calvary Academy of Music application
 - g. Worship attendance sheet
3. Good sized parking area
4. Original structure built when church started in 1930s. New sanctuary added in 1989 and Gymnasium, office area added in 1998.
5. We were welcomed by three different individuals upon entering.
6. Light, bright sanctuary. Some unusual banners and a beautiful cross that was situated very high and difficult to see.
7. Music was pretty average, but it was summer. Piano instead of the usual organ accompaniment. Three bell ringers, trying to do too much. In order to do a fair assessment, would need to go back in September.
8. Bulletin contained the entire Liturgy, only needed ELC Book of Worship for the hymns.
9. Minimal lay involvement-Reading from Romans and communion assistants.
 - a. Web site indicates that Cantors are used *occasionally*
10. Worship service assessment performed.

Senior Pastor Discussion Points:

1. Met at Mount Calvary 1:00 pm on Wednesday, August 27, 2008
2. What are the services and approximate school year attendance?
 - a. 5:00 pm Saturday – 125 – 150
 - b. 8:30 am Sunday – 120
 - c. 9:30 am Sunday – 500
 - d. 11:00 am Sunday – 250-300 (Dave said this service was older folks)
 - e. 6:15 pm Wednesday – 300-400 (This is also the Confirmation night/Youth night).

**Senior Pastor Interview Notes
Mount Calvary**

3. Describe the various services and format of each:
 - a. The same pastor gives the sermon at all services for the week.
 - b. The Liturgy is the same at each service in one particular week. It may be the Mount Calvary Creation Songs, or a blended service. It always follows the traditional ELW format; Confession, Kyrie, Hymn of Praise, etc., but not the same Setting throughout.
 - c. Communion is offered the second and fourth Saturday and the first and third Sunday.
 - d. The Saturday service has the same Liturgy, but the instrumentation for the music is different, as well as the special music.
 - e. The Wednesday night service is conducted by the youth.

4. How do you account for the growth in attendance?
 - a. Emphasis on outreach to members. Approximately 400 households have registered to receive Pastor Dave's weekly e-letter. (I have registered and will provide a copy when I receive the first one. It is very impressive.)
 - b. Increase in asking people to commit to a specific group and inviting all they encounter to join them.
 - c. They have made good sermons a top priority and the TWO new pastors they called were chosen in part on that basis.

5. What factors convert visitors into members and what retains members:
 - a. Emphasis on opening the doors to community groups and projects that give community people an opportunity to help. Kids Against Hunger WM is one example.
 - b. An excellent pre-school and the Mount Calvary of Music bring people through the door and they end up joining the church.
 - c. Emphasis on a top-notch youth program.

6. Discuss the culture:
 - a. Senior Pastor is the Head of the Leadership Team. He makes decisions regarding Ministry Team responsibilities.
 - b. Dave was the only Pastor available the week I visited with him. He was relaxed about taking time for me during a busy week. He is getting ready to welcome two new pastors in October and a new Youth person in September. He was excited about new possibilities for Ministry.

**Senior Pastor Interview Notes
Mount Calvary**

- c. **Dave has had one assistant for a year or more and lost a Youth person this last year. I was impressed with his work ethic and his gratitude at my acknowledging how much work he is doing. He seems to take things in stride.**

- 7. Describe your philosophy for organization structure:**
 - a. **Paid staff is assigned to a Ministry Team and works to accomplish the goals set out by that team.**
 - b. **A new emphasis in developing committed volunteers that will bring in additional volunteers. Men's Ministry, Women's Ministry, Youth, etc.**
 - c. **The role of the Church Council is to strategize. The reports are sent via e-mail and are only discussed if a question arises. The only active Committee is the Finance Committee. The names still exist, but the function is no longer the same. They operate more as work groups or Task Force teams.**
 - d. **Senior Pastor and Ministry Teams make things happen.**

Copies of the following have been received or printed from the website:

- 1. Worship Times/Descriptions**
- 2. Adult Choirs**
- 3. Staff Directory**
- 4. Organization Chart/Staff and Ministry Responsibilities**
- 5. Employee Handbook**
- 6. Pastor Dave was unable to give me a copy of the Strategic Plan because of its structure. Each Ministry Team developed its own plan and operates from that document. He was not thrilled with the process, but that will be in place until 2009 or 2010.**

**Senior Pastor Interview Notes
St. Philip the Deacon**

Pre-worship service review:

1. Website review-easy to navigate and complete site
2. Sr. Pastor David Hoffman 763-475-7127

Worship service attendance notes:

1. Attended 5:30 pm am Saturday, August 30, 2008. This was a Blend of contemporary and traditional
2. Materials collected:
 - a. Visitor information packet
 - b. Weekly bulletin
 - c. Monthly newsletter
3. Large parking area
4. Newer structure-built in 2000
5. Friendly and welcoming membership
6. Large sanctuary
7. Excellent special music
8. Bulletin was very full and included songs
9. Minimal lay involvement-Gospel reading only
10. Worship service assessment (survey) performed

Senior Pastor Discussion points:

1. Met at St. Philip 10:00 am on Thursday, September 18, 2008
2. What are the services and approximate school year attendance?
 - a. 5:30 pm Saturday- (16%) 400
 - b. 8:30 am Sunday- (21%) 500
 - c. 9:45 am Sunday- (38%) 900
 - d. 11:00 am Sunday- (21%) 500
 - e. 7:00 pm Monday- (2%) 50
 - f. 7:30 pm Monday- (2%) 50
3. Describe the various services and format of each:
 - a. The same pastor gives the sermon at all services for the week except John Roth led services.
 - b. Each of 4 pastors speaks 12-18 x per year.
 - c. 5:30 pm Sat-Blended, Weekly communion, Music-3 soloists
 - d. 8:30 am Sun-Traditional, Music led by organ, regular choirs
 - e. 9:45 am Sun-Same as above
 - f. 11:00 am Sun-Contemporary (John Roth), Music led by piano, keyboard, guitar and drums
 - g. 7:00 pm Sun-Innovative/experiential svc, non-traditional liturgy, Music led by guitar/vocalist
 - h. 7:30 pm Mon-Contemporary (John Roth), Music led by piano, keyboard, guitar and drums

**Senior Pastor Interview Notes
St. Philip the Deacon**

4. How do you account for the growth in attendance?
 - a. 4 distinct types of worship service
 - b. No summer schedule difference including Sunday School-people shop churches in the summer
 - c. New member coordinator greets all new members each week
 - d. The organ is a huge draw
 - e. \$1million per year from unpledged sources-the congregation is changing
 - f. 12 times per year someone speaks on “How your gifts make a difference” relating directly to the Mission
 - g. Young church-no multiple generations, only 3 shut ins
 - h. Focus on “how to be Christ to your neighbor”
 - i. Special speakers-Rick Steves, etc
 - j. Paid musicians

5. What factors convert visitors into members and what retains members?
 - a. Heavy Sunday school-211 volunteer teachers
 - b. 4 sessions of SS weekly
 - c. Early childhood professional
 - d. 3 FT teaching staff for Family/Children’s ministry
 - e. A sense of mission constantly reinforced
 - i. Reach Out
 - ii. Proclaim
 - iii. Inspire
 - f. \$600k given away last year 23% increase over prior year

6. Discuss the culture/leadership style:
 - a. Organized
 - b. Advanced thinking
 - c. Supervisor of staff

7. Describe your philosophy for organization structure/use of volunteers:
 - a. Don’t hire members
 - b. Staff led church
 - c. Church Council meets 7 times per year
 - d. Church Council terms are ___3_ years and can be renewed once.
 - e. Summer office hours are the same as winter hours.
 - f. Volunteer Coordinator on board
 - g. Exec Pastor oversees staff

**Senior Pastor Interview Notes
St. Philip the Deacon**

8. Senior Pastor key focus:
 - a. Leadership training ground

9. Other
 - a. Mike Foss of Marks of Discipleship is in Des Moines at St. Marks ELCA
 - b. Comments on hiring a new pastor:
 - i. Go young
 - ii. Go female
 - iii. Youth pastor may not be practical
 - c. Marketing
 - i. Direct mail 60,000 post cards in their home zip code
 - ii. Advertise in their local theater
 - iii. Newspaper ads
 - iv. Local Education cable channel
 - v. Police required on Sunday morning with shuttle buses- great advertising
 - d. Giving-
 - i. Few in congregation give weekly most give monthly.
 - ii. Simply Giving is not big with them-10% (but Lord of Life is 25%)
 - iii. 15-25% of revenue from 12/15-1/1
 - e. Attendance
 - i. Monitor school vacation days (Mon or Fri)
 - ii. Print fewer bulletins & don't schedule key events
 - f. Compensation
 - i. Internal guidelines
 - ii. Stay competitive
 - iii. Discretion for special performance bonuses
 1. \$100-\$500 gas cards

**Senior Pastor Interview Notes
Trinity Lutheran**

1. Obtain a copy of the most recent Congregation Trend Report for the church to be visited. (The Average Weekly Attendance Report will have the most recent information as of May but the ELCA website may have updates since then.)
2. Review the website of the church
I have printed several pages from the website. It seems to be very easy to navigate and to the point.
3. Attend one or more services on the same Sunday with others (if possible):
 - a. Gather materials:
 - i. New member information packet
 - ii. Weekly bulletin
 - iii. Monthly newsletter
 - iv. Other newsletter specific to this church
All above information included in packet with this report.
 - b. Complete the "Worship Services Survey" form
 - c. Prepare notes on observations and findings especially:
 - i. Ease of locating church
Very easy to locate
 - ii. Adequacy of parking
Large parking lot. Recently redone. Visitor parking space(4) by front door
 - iii. Age and condition of structure and condition of grounds
New addition just completed in 2007. Original structure approx. 1990's
 - iv. Friendliness of congregation
Congregation very engaging. On duty staff and volunteers very open and willing to give us a tour.
 - v. Music
 - vi. Sermon/worship service continuity
Worship services are identical and sermons all have monthly themes that are all tied together.
 - vii. Bulletin
 - viii. Lay involvement
Lay people are heavily involved not only in the day to day operation but the leadership and vision
4. Arrange a one hour interview between the Team Leader and the Senior Pastor describing our strategic planning process
5. Interview the Senior Pastor and discuss the following:
 - a. What is the timing of the various services and what is the approximate attendance at each during the school year **9am-350, 10:45- 350**
 - b. Describe the various services and the format of each

**Senior Pastor Interview Notes
Trinity Lutheran**

- Second service expanded music offering.**
- c. When is communion performed
First and third
- d. How do you account for the growth (or change) in weekly attendance since 2000
Pre school is a draw for families, and dynamic programming for families keeps them from leaving
- e. What factors convert visitors into members and what retains members
Dynamic family programs. Most of their staff budget is committed to youth and family. 2x FTE co-directors
- f. Discuss the culture
Relational, family oriented, and an alternative option that brings the family
- g. Describe your philosophy for organization structure
- 6. Summarize and document Senior Pastor interview notes
Kent Grosser is a very interesting individual. He is very organized and a dynamic visionary. His leadership theory is to have the answer and lead everyone to the answer by empowering them to make their own decisions. He operates a lean business structure, that he wants to run with a minimum of his time to oversee. His primary focus is on many different ministries of their church. Their six full time people are, the two pastors, two youth and family ministers, director of music, children and family ministries. The other six employees are part time. They have no custodial staff. Those services are outsourced. They have a Financial Manager that works 10 hrs a week and does all financial recording and payables. The balance of a Business Administrators position workload is distributed to volunteers and part time employees.
- 7. Request copies of additional documentation or arrange to get it from others:
 - a. Strategic Plan
They do not have a Strategic Plan but he was impressed that we were putting one together. I think they might be interested in a template of ours when it is complete.
 - b. Budget.
Full annual report included
 - c. Staffing
 - i. Organization chart
They do not have a formal org chart at this time
 - ii. Job descriptions/responsibilities
I will request this at my next meeting with Kent
 - iii. Performance review forms

**Senior Pastor Interview Notes
Trinity Lutheran**

Kent does all reviews with the exception of the two Youth and Family Ministers that are reviewed by the Assoc. Pastor

- iv. Source for compensation guidelines**
Did not discuss, will request at next meeting
- d. Procedure manual**
Did not discuss, will request at next meeting
- e. Committee Charters**
Did not discuss, will request at next meeting
- f. Church Council sample meeting agenda and minutes**
Did not discuss, will request at next meeting.

Pastor Grosser was extremely open and knowledgeable regarding all facets of operation at Trinity Lutheran. I was very impressed with specifically his enthusiasm for the vision and mission at Trinity. He is a very dynamic and charismatic individual.

**Worship Service Survey
Index**

Schedule F

| Page | Church |
|-------------|------------------------------|
| 1 | Bethlehem Lutheran |
| 4 | Immanuel Lutheran |
| 7 | Lord of Life |
| 10 | Mount Calvary |
| 13 | St. Philip the Deacon |
| 16 | Trinity Lutheran |

Worship Service Survey
Bethlehem Lutheran

Schedule F
p. 1 of 18

| Relational and Functional Characteristics | Rating | | | | |
|--|---------------|---|----------|---|---------------------|
| | 1 (Poor) | 2 | 3 (Ave.) | 4 | 5 (Great) |
| 1. A Concrete Mission Is it clear what the church is called to do? | | | | | X |
| 2. Effective Shepherding Do visitations occur by both pastor and laity with members, newcomers, the sick, shut-ins, and the unchurched? | | | | | X |
| 3. Dynamic Worship Are sermons easily followed, providing humor and drama, and sharing something hopeful and helpful? Is there a connected movement in the service that strings together one theme? Is quality music provided by a gifted volunteer or staff person? | | | | | X X X |
| 4. Good Group Ministry Is there evidence of small group ministry? | | | | | X |
| 5. Strong Leadership Are the church leaders proactive, visionary, and willing to lead the congregation forward? | | | | | X |

**Worship Service Survey
Bethlehem Lutheran**

Schedule F
p. 2 of 18

| Relational and Functional Characteristics | Rating | | | | |
|--|---------------|---|----------|---|-------------|
| | 1 (Poor) | 2 | 3 (Ave.) | 4 | 5 (Great) |
| <p>6. An Effective Decision Making Process Is the organizational structure streamlined to keep leaders from wasting time in too many committee meetings?</p> <p>Does the congregation perceive the decision-making process as reasonable in length and effective at reaching decisions and achieving established goals?</p> | | | | | |
| <p>7. Several Excellent Programs Does the church have a reasonable number of programs?</p> | | | | | X |
| <p>8. Open Accessibility Is the church easy to find?</p> <p>Are there sufficient green spaces and visible parking?</p> <p>Is there ministry that attracts people and draws them in?</p> | | | | | X X X |
| <p>9. High Visibility Can the church facility be easily seen?</p> <p>Are the pastor, people, and ministries visible to the community?</p> <p>Is there a good church sign?</p> | | | | X | |

Worship Service Survey
Bethlehem Lutheran

Schedule F
p. 3 of 18

| Relational and Functional Characteristics | Rating | | | | |
|---|---------------|---|----------|---|-----------|
| | 1 (Poor) | 2 | 3 (Ave.) | 4 | 5 (Great) |
| 10. Adequate Parking | | | | | |
| Is there a parking space for every 1.75 people? | | | | | X |
| Is twenty percent of the parking empty on Sunday? | | | | X | |
| 11 Adequate Facilities | | | | | |
| Is there an appropriate balance between size and usage? | | | | | X |
| What is the condition of the church property? | | | | | X |
| 12. Generous Giving | | | | | |
| Is there a great ministry inspiring greater giving? | | | | | |

Worship Service Survey
Immanuel Lutheran

Schedule F
p. 4 of 18

| Relational and Functional Characteristics | Rating | | | | |
|--|---------------|---|----------|------------|-----------|
| | 1 (Poor) | 2 | 3 (Ave.) | 4 | 5 (Great) |
| 1. A Concrete Mission Is it clear what the church is called to do? | | | | | X |
| 2. Effective Shepherding Do visitations occur by both pastor and laity with members, newcomers, the sick, shut-ins, and the unchurched? | | | X | | |
| 3. Dynamic Worship Are sermons easily followed, providing humor and drama, and sharing something hopeful and helpful? Is there a connected movement in the service that strings together one theme? Is quality music provided by a gifted volunteer or staff person? | | | | X X | X |
| 4. Good Group Ministry Is there evidence of small group ministry? | | | | X | |
| 5. Strong Leadership Are the church leaders proactive, visionary, and willing to lead the congregation forward? | | | | X | |

Worship Service Survey
Immanuel Lutheran

Schedule F
p. 5 of 18

| Relational and Functional Characteristics | Rating | | | | |
|--|---------------|---|----------|---|-----------|
| | 1 (Poor) | 2 | 3 (Ave.) | 4 | 5 (Great) |
| 6. An Effective Decision Making Process Is the organizational structure streamlined to keep leaders from wasting time in too many committee meetings? Does the congregation perceive the decision-making process as reasonable in length and effective at reaching decisions and achieving established goals? | | | | X | |
| 7. Several Excellent Programs Does the church have a reasonable number of programs? | | | | X | |
| 8. Open Accessibility Is the church easy to find? Are there sufficient green spaces and visible parking? Is there ministry that attracts people and draws them in? | | | | X | X |
| 9. High Visibility Can the church facility be easily seen? Are the pastor, people, and ministries visible to the community? Is there a good church sign? | | | X | X | X |

Worship Service Survey
Immanuel Lutheran

Schedule F
p. 6 of 18

| Relational and Functional Characteristics | Rating | | | | |
|---|---------------|---|----------|---|-----------|
| | 1 (Poor) | 2 | 3 (Ave.) | 4 | 5 (Great) |
| 10. Adequate Parking | | | | | |
| Is there a parking space for every 1.75 people? | | | | X | |
| Is twenty percent of the parking empty on Sunday? | | | X | | |
| 11 Adequate Facilities | | | | | |
| Is there an appropriate balance between size and usage? | | | X | | |
| What is the condition of the church property? | | | | X | |
| 12. Generous Giving | | | | | |
| Is there a great ministry inspiring greater giving? | | | | | X |

Worship Service Survey
Lord of Life

Schedule F
p. 7 of 18

| Relational and Functional Characteristics | Rating | | | | |
|--|---------------|---|----------|---|-----------|
| | 1 (Poor) | 2 | 3 (Ave.) | 4 | 5 (Great) |
| 1. A Concrete Mission Is it clear what the church is called to do? | | | | | X |
| 2. Effective Shepherding Do visitations occur by both pastor and laity with members, newcomers, the sick, shut-ins, and the unchurched? | | | | | |
| 3. Dynamic Worship Are sermons easily followed, providing humor and drama, and sharing something hopeful and helpful? Is there a connected movement in the service that strings together one theme? Is quality music provided by a gifted volunteer or staff person? | | | | | X |
| 4. Good Group Ministry Is there evidence of small group ministry? | | | | | X |
| 5. Strong Leadership Are the church leaders proactive, visionary, and willing to lead the congregation forward? | | | | | X |

Worship Service Survey
Lord of Life

Schedule F
p. 8 of 18

| Relational and Functional Characteristics | Rating | | | | |
|--|---------------|---|----------|---|-----------|
| | 1 (Poor) | 2 | 3 (Ave.) | 4 | 5 (Great) |
| <p>6. An Effective Decision Making Process Is the organizational structure streamlined to keep leaders from wasting time in too many committee meetings?</p> <p>Does the congregation perceive the decision-making process as reasonable in length and effective at reaching decisions and achieving established goals?</p> | | | | | |
| <p>7. Several Excellent Programs Does the church have a reasonable number of programs?</p> | | | | | X |
| <p>8. Open Accessibility Is the church easy to find?</p> <p>Are there sufficient green spaces and visible parking?</p> <p>Is there ministry that attracts people and draws them in?</p> | | | | | X |
| <p>9. High Visibility Can the church facility be easily seen?</p> <p>Are the pastor, people, and ministries visible to the community?</p> <p>Is there a good church sign?</p> | | | | | X |

Worship Service Survey
Lord of Life

Schedule F
p. 9 of 18

| Relational and Functional Characteristics | Rating | | | | |
|---|---------------|---|----------|---|-----------|
| | 1 (Poor) | 2 | 3 (Ave.) | 4 | 5 (Great) |
| 10. Adequate Parking Is there a parking space for every 1.75 people? Is twenty percent of the parking empty on Sunday? | | | | | X |
| 11 Adequate Facilities Is there an appropriate balance between size and usage? What is the condition of the church property? | | | | | X |
| 12. Generous Giving Is there a great ministry inspiring greater giving? | | | | | X |

**Worship Service Survey
Mount Calvary**

Schedule F
p. 10 of 18

| Relational and Functional Characteristics | Rating | | | | |
|--|---------------|---|----------|---------------------|-----------|
| | 1 (Poor) | 2 | 3 (Ave.) | 4 | 5 (Great) |
| 1. A Concrete Mission Is it clear what the church is called to do? | | | | X | |
| 2. Effective Shepherding Do visitations occur by both pastor and laity with members, newcomers, the sick, shut-ins, and the unchurched? | | | X | | |
| 3. Dynamic Worship Are sermons easily followed, providing humor and drama, and sharing something hopeful and helpful? Is there a connected movement in the service that strings together one theme? Is quality music provided by a gifted volunteer or staff person? | | | | X X X | |
| 4. Good Group Ministry Is there evidence of small group ministry? | | | | | X |
| 5. Strong Leadership Are the church leaders proactive, visionary, and willing to lead the congregation forward? | | | | | X |

**Worship Service Survey
Mount Calvary**

Schedule F
p. 11 of 18

| Relational and Functional Characteristics | Rating | | | | |
|--|---------------|---|----------|---|-------------|
| | 1 (Poor) | 2 | 3 (Ave.) | 4 | 5 (Great) |
| 6. An Effective Decision Making Process Is the organizational structure streamlined to keep leaders from wasting time in too many committee meetings? Does the congregation perceive the decision-making process as reasonable in length and effective at reaching decisions and achieving established goals? | | | | X | X |
| 7. Several Excellent Programs Does the church have a reasonable number of programs? | | | | | X |
| 8. Open Accessibility Is the church easy to find? Are there sufficient green spaces and visible parking? Is there ministry that attracts people and draws them in? | | | | | X X X |
| 9. High Visibility Can the church facility be easily seen? Are the pastor, people, and ministries visible to the community? Is there a good church sign? | | | | | X X X |

**Worship Service Survey
Mount Calvary**

Schedule F
p. 12 of 18

| Relational and Functional Characteristics | Rating | | | | |
|---|---------------|---|----------|---|-----------|
| | 1 (Poor) | 2 | 3 (Ave.) | 4 | 5 (Great) |
| 10. Adequate Parking Is there a parking space for every 1.75 people? Is twenty percent of the parking empty on Sunday? | | | X | | |
| 11 Adequate Facilities Is there an appropriate balance between size and usage? What is the condition of the church property? | | | | X | X |
| 12. Generous Giving Is there a great ministry inspiring greater giving? | | | X | | |

Worship Service Survey
St. Philip the Deacon

Schedule F
p. 13 of 18

| Relational and Functional Characteristics | Rating | | | | |
|--|---------------|---|----------|---|---------------------|
| | 1 (Poor) | 2 | 3 (Ave.) | 4 | 5 (Great) |
| 1. A Concrete Mission Is it clear what the church is called to do? | | | | | X |
| 2. Effective Shepherding Do visitations occur by both pastor and laity with members, newcomers, the sick, shut-ins, and the unchurched? | | | | | |
| 3. Dynamic Worship Are sermons easily followed, providing humor and drama, and sharing something hopeful and helpful? Is there a connected movement in the service that strings together one theme? Is quality music provided by a gifted volunteer or staff person? | | | | | X X X |
| 4. Good Group Ministry Is there evidence of small group ministry? | | | | | X |
| 5. Strong Leadership Are the church leaders proactive, visionary, and willing to lead the congregation forward? | | | | | X |

Worship Service Survey
St. Philip the Deacon

Schedule F
p. 14 of 18

| Relational and Functional Characteristics | Rating | | | | |
|--|---------------|---|----------|---|---------------------|
| | 1 (Poor) | 2 | 3 (Ave.) | 4 | 5 (Great) |
| 6. An Effective Decision Making Process Is the organizational structure streamlined to keep leaders from wasting time in too many committee meetings? Does the congregation perceive the decision-making process as reasonable in length and effective at reaching decisions and achieving established goals? | | | | | X X |
| 7. Several Excellent Programs Does the church have a reasonable number of programs? | | | | | X |
| 8. Open Accessibility Is the church easy to find? Are there sufficient green spaces and visible parking? Is there ministry that attracts people and draws them in? | | | | | X X X |
| 9. High Visibility Can the church facility be easily seen? Are the pastor, people, and ministries visible to the community? Is there a good church sign? | | | | | X X |

Worship Service Survey
St. Philip the Deacon

Schedule F
p. 15 of 18

| Relational and Functional Characteristics | Rating | | | | |
|---|---------------|---|----------|---|-----------|
| | 1 (Poor) | 2 | 3 (Ave.) | 4 | 5 (Great) |
| 10. Adequate Parking | | | | | |
| Is there a parking space for every 1.75 people? | | | | | X |
| Is twenty percent of the parking empty on Sunday? | | | | | X |
| 11 Adequate Facilities | | | | | |
| Is there an appropriate balance between size and usage? | | | | | X |
| What is the condition of the church property? | | | | | X |
| 12. Generous Giving | | | | | |
| Is there a great ministry inspiring greater giving? | | | | | X |

Worship Service Survey
Trinity Lutheran

Schedule F
p. 16 of 18

| Relational and Functional Characteristics | Rating | | | | |
|--|---------------|---|----------|---|---------------------|
| | 1 (Poor) | 2 | 3 (Ave.) | 4 | 5 (Great) |
| 1. A Concrete Mission Is it clear what the church is called to do? | | | | X | |
| 2. Effective Shepherding Do visitations occur by both pastor and laity with members, newcomers, the sick, shut-ins, and the unchurched? | | | | | |
| 3. Dynamic Worship Are sermons easily followed, providing humor and drama, and sharing something hopeful and helpful? Is there a connected movement in the service that strings together one theme? Is quality music provided by a gifted volunteer or staff person? | | | | | X X X |
| 4. Good Group Ministry Is there evidence of small group ministry? | | | | | X |
| 5. Strong Leadership Are the church leaders proactive, visionary, and willing to lead the congregation forward? | | | | X | |

Worship Service Survey
Trinity Lutheran

Schedule F
p. 17 of 18

| Relational and Functional Characteristics | Rating | | | | |
|--|---------------|---|----------|---|-------------|
| | 1 (Poor) | 2 | 3 (Ave.) | 4 | 5 (Great) |
| <p>6. An Effective Decision Making Process Is the organizational structure streamlined to keep leaders from wasting time in too many committee meetings?</p> <p>Does the congregation perceive the decision-making process as reasonable in length and effective at reaching decisions and achieving established goals?</p> | | | | | |
| <p>7. Several Excellent Programs Does the church have a reasonable number of programs?</p> | | | | | X |
| <p>8. Open Accessibility Is the church easy to find?</p> <p>Are there sufficient green spaces and visible parking?</p> <p>Is there ministry that attracts people and draws them in?</p> | | | | | X X X |
| <p>9. High Visibility Can the church facility be easily seen?</p> <p>Are the pastor, people, and ministries visible to the community?</p> <p>Is there a good church sign?</p> | | | | | X X |

Worship Service Survey
St. Philip the Deacon

Schedule F
p. 18 of 18

| Relational and Functional Characteristics | Rating | | | | |
|---|---------------|---|----------|---|-----------|
| | 1 (Poor) | 2 | 3 (Ave.) | 4 | 5 (Great) |
| 10. Adequate Parking | | | | | |
| Is there a parking space for every 1.75 people? | | | | | X |
| Is twenty percent of the parking empty on Sunday? | | | | | X |
| 11 Adequate Facilities | | | | | |
| Is there an appropriate balance between size and usage? | | | | | X |
| What is the condition of the church property? | | | | | X |
| 12. Generous Giving | | | | | |
| Is there a great ministry inspiring greater giving? | | | | | X |

Index of Materials Collected

Schedule G

| Item | Bethlehem | Immanuel | Lord of Life | Mt Calvary | St. Philip | Trinity |
|--|------------------|-----------------|-------------------------|-------------------|-------------------|----------------|
| Weekly Bulletin | x | x | x | x | x | x |
| Visitor/New Member Brochure | x | x | x | x | x | x |
| Annual Report | x | x | | x | x | x |
| Annual Budget | x | x | x | x | x | x |
| Organization Chart | x | | x | x | | |
| Job Descriptions/Responsibilities | x | | x | x | | |
| Personnel Policy Handbook | x | | x | x | | |
| Strategic Plan Overview | x | | x | | | |
| Monthly Newsletter | | x | x | x | x | x |

Pastoral & Director Positions

Schedule H
p. 1 of 2

| Positions | Bethlehem | Immanuel | Lord of Life | Mount Calvary | St. Philip | Trinity |
|------------------------------|---|-----------------|---|---|------------------------------|-------------------------------|
| Pastors | Senior +5 | | Senior +4 | Senior +4 | Senior +3 | Senior +2 |
| Children & Families Ministry | Children Infants/Toddlers & Family Early Childhood, Sun Schl & Family | | Child & Family Curriculum Nursery Preschool (3) Birth to K Gr. 1-5 Gr. 4-8 | Family & Youth Sunday School Pre-School (2) | Children (4) | Child & Fam Pastor Nursery |
| Youth Ministry | Youth Pastor Junior High Senior High Faith Formation Pastor | | Youth Pastor Junior High Senior High Confirmation | Faith Formation Pastor Senior High | Teaching Pastor Youth (3) | Youth & Family |
| Adult Ministry | Membership Groups Visitation Mission Church Pastor Volunteers Shared Ministry | | Adult Pastor | Membership | Adult Pastor | Adult Pastor |
| Health Ministry | Parish Nurse Social Svcs Advocate Parish Nurse-Adult Geriatrics Operations Wellness Connection | | Congo Care Pastor | | | Parish Nurse |

Pastoral & Director Positions

Schedule H

p. 2 of 2

| Positions | Bethlehem | Immanuel | Lord of Life | Mount Calvary | St. Philip | Trinity |
|--------------------------|---|-----------------|------------------------------|--|--------------------------------------|-----------------------------------|
| Worship & Music Ministry | Worship/Comm Pastor Little Lambs (3) Kinder Choir (4-5) Cherubs (K-2) Choirister (Gr 3-6) Youth (Gr 7-12) Men's Senior | | Worship Music (4) | Worship & Music Children's Choirs Academy of Music Organist | Worship Music Quartets Soloist | Worship & Music |
| Hospitality | Hospitality | | Hospitality | Hospitality Pastor | Hospital. (2) | Hospital. |
| Admin | | | Exec Pastor Fin Dev /Comm | Business Admin Accountant Communications IT Coordinator | Exec Pastor | Office Mgr Fin Mgr Prop Mgr |