



Moving Forward /Spirit Lead

Messiah Lutheran Church Council Meeting Minutes

DATE

Tuesday, October 11, 2022

CALL TO ORDER

The October 2022 Messiah Lutheran Church Council meeting was called to order at 7:03PM. The Messiah Lutheran Church Council met in-person and via Zoom.

ATTENDANCE

Council Members Present in Person

Dawn Haley, Doug Whitemarsh, Matt Rector, Ashley Rabe, Barry Polhemus, Marcia McWilliams, Liz Sellers, Candy Leonard

Council Members Present via Zoom

Charlene Salte

Non-Voting Members

Sally Lubeno (Treasurer, non-voting)

Council Members Absent

Curt DeCaro, Roger Kroes, Dan Nellessen, Pastor Roucka

Guests

Lynda Janezic
Kristin Costello
Sarah Theriault

OPENING / WELCOME

Opening Prayer – *Doug Whitemarsh*

Devotions – *Matt Rector*

Autopsy of a Deceased Church, Chapter 7

Summary: Dying churches are resistant to change. Examples of resistance include:

- New ideas are often presented but not embraced by longest time members, so it is difficult to promote change (even change that better meets the needs of the overall congregation)
- During congregational meetings – votes are “stacked” when longtime members recruit less active/inactive members to vote their preferred way
- Members move focus from others (rest of congregation or community at large) to themselves
- Being self-centered. Churches need to be “others centered” as opposed to self-centered
 - Resistance can doom a church, as churches cannot survive when focus is on their preferences rather than the needs of the greater community

Council members then discussed the question: What are some areas where Messiah has difficulty changing? Examples of difficult areas to change included: Traditions and traditional services and ideas on pastors.

Approval of Agenda – All

A motion was then made to approve the October 11, 2022, agenda. The motion was seconded. The motion to approve the current Messiah Lutheran Church Council Agenda carried. Changes for MLPK and POCOS.

Approval of Minutes from Prior Council Meeting - All

A motion was made to approve the September 2022 meeting minutes. The motion was seconded. The motion was carried to approve the prior Council meeting minutes.

7:15 P.M. NEW BUSINESS

Youth Ministry – Kristin Costello

Kristin sent questions to Council in advance of the meeting (see attached)

Huddle leader approach is to target Messiah's students in grades 6,7,8, and not HS at this time. Churches that have a youth program: Peace, New Life, Federated, Fusion. Responses from Peace and Fusion. Plan is to partner up with another church's Youth program. Sundays 4-6, Pastor runs the program (per Samantha Youth Director). Students have already been challenged due to COVID, hoping to keep the program moving along so students can be confirmed. Trying to bridge the gap this year by joining another program.

Action Items:

- Huddle leaders ask Council for flexibility to make the best decisions for students
- What type of support can Messiah provide to another church if they support our students and let our students attend their program?
 - Can Messiah provide space if needed?
 - Is there a stipend that Messiah can provide?
- Need a Council liaison to PATHWAY
- Huddle leaders need a student list and access to the Google Doc from prior PATHWAY projects and activities so they're already available
- Huddle leaders need administrative support – space, dates, times for scheduling, events, manage volunteers
 - Sign-up sheets/sign up genius/google docs
 - Community Service – partner with ministry directors
 - Offer PATHWAY to our students at no cost this year – or financial assistance for families to ensure their students can complete the program
 - Consistent communication from Council/Messiah leadership to Huddle leaders
 - \$2000/month salary was previously allotted for Youth Director in addition to a PATHWAY account with money for materials/snacks/movies, etc.

Motions:

- A motion was made to designate the Huddle leaders to make the decisions for the PATHWAY program for the 2022-2023 school year. The motion was seconded. The motion carried unanimously.

Transition Team Update - Lynda Janezic

Values most frequently mentioned by congregants so far reflect what will likely become our Core Values: Community, family, faith, joy, caring. TT's duties include identifying areas that need to be: Cleaned up, fixed up, shored up, kept up, ramped up, started up. The TT has looked at research of societal changes, political division, violence escalation all impact churches and how people behave and treat one another. Impatience and unwillingness to let the process occur is

impeding the TT (people want things now). Volunteers are spread too thin, too many naysayers, roadblocks. TT has contacted community leaders, including mayor, police chief and they've identified opportunities that Messiah could take advantage of – use community pages, social media more. TT has spoken with other churches as well. A lot of churches have very divided congregations. One brought in a new leader thinking it would unite the congregation and it did not.

The Transition Team (TT) has gotten feedback from community and Messiah members. Here is a summary of what folks are saying regarding Messiah's strengths and challenges:

VBS: People in the community were amazed by our numbers. MLPK: Our preschool and care programs are at capacity as there's a huge community need for care. Community meals: These are growing and serving the community, but there are many folks in the community that do not know about Messiah's program, including Wauconda's police chief. We are missing opportunities to advertise. Community leaders are willing to present our events on the community billboard. Youth Program: Other churches are amazed at how many students we still have and that we have any students at all in the high school program. Ministries: They are working independently and in their own silos rather than working together to serve. Ministries are competing for resources without a master plan, and communication is not always honest and transparent. Messiah's intentions are good but are overspread and lack focus. We need to impose limitations if we're going to keep running. Messiah as a community is not especially family friendly. People are saying we need to be more welcoming. There's also frustration with the perception of rotating pastors.

Based on the above input, the Transition Team recommends the following:

Messiah needs to review our organizational structure, model our core values, review congregation and staff ideas, and be willing to make changes. As Council voted and decided to proceed with a formal transition process led by a transition team as the first step in the call process (prior to forming a call team), this is what we need to communicate publicly; this is the process and we're following it. To form a parallel call committee would be a significant deviation from Council's approved transition plan, despite congregational anxiety to move more quickly/in a different way. The TT meets weekly and has already completed 50% of the tasks on their list. Progress *is* being made by the TT and the process is moving along as expected.

A summary of the phases in the transition process:

Phase 1

Demographic study
Survey leaders
Congregational survey
Review of finances – need from Council
Statement describing church property

Phase 2

History of church
Clarify current role of pastor based on needs
Develop outline of core values, mission
Congregational meetings & small groups

Phase 3

Develop Call Committee
Some TT members will serve on Call Committee for continuity and guidance
Develop MSP
TT submits MSP to Synod

Action items:

- Sunday, October 30, small group sessions will be held (approx. 60 min per session)
 - Offer session between service for 8AM and sessions after 9:30AM worship
 - TT will also offer small group sessions by Zoom on weekdays, evenings

- Need Council to help lead/moderate small group sessions. (Ashley volunteered)
 - Brief training for all small group leaders
 - Establish ground rules, confidentiality, not point fingers small groups are a safe place to share, have set questions, use core values.
 - Offer questions for people to who are unable to respond, let them submit to the TT
 - Expectation is that all congregants will attend one session, in some way, shape, or form
- Council needs to communicate that following the Transition Team IS the first part of the call process
- Start small groups Sunday October 30 – advertise by Friday, 10/14
- Membership count needs to be given to TT
- TT needs Messiah’s *current* financial report
- TT needs to see how MLPK financial contributions impact Messiah’s larger budget

8:15 P.M. CONTINUING BUSINESS

Good News – *Round Table*

- Community meal success – 214 meals served
- An apple peeling party was shared by Sally
- MLPK’s “Reptile lady” mentioned that Messiah is her favorite place to come – specifically mentioned our wonderful teachers
- 14 donors at blood drive on 10/7
- Great team coordinated funeral and Community Meal on the same day
- Kris Durante managed the media booth solo between her bus routes for a mid-week funeral

REPORTS

Financial Report – *Sally Lubeno*

For full details, please see attached Budget Commentary and financial data reports.

Summary:

1. September income of \$44,358 was above budget of \$44,242, by \$116. Year to date income is below budget by \$18,459.
2. September expenses of \$46,531 were \$3,475 below budget of \$50,006. Year to date, expenses are \$44,787 below budget.
3. Year to Date Budget—Income was \$416,575 while Expenses were \$416,733. Expenses exceed income by \$157.82.
4. Looking at the past five years of income, the 2022 income for September was above the two previous years but below the three prior years. The September 2022 expenses were above the 2021 expenses but below all the next previous four years.
5. After nine months of 2022, we have received about 67.3% of budgeted income. Our expenses are about 67.8% of budgeted amount.
6. After nine months, we should have received 75% of our budgeted income or \$461,250. We should have also have spent about 75% of our budgeted expense or \$461,250.

Comment: a few weeks ago, major donors reducing giving significantly. \$15,00 decrease in giving. Got a big yearly donation that offset October. A permanent reduction in giving by major donors would require a budget reduction of \$15,000. Mortgage savings, snowplow savings, ½ year salary for Lisa, 3-month salary for Jessica.

Motions:

- A motion was made to approve the financial report. The motion was seconded. The motion carried.

Sunday School Report

Written report only.

Pastor's Report – *Pastor Roucka*

For full details, please see attached report.

Stewardship Committee – Matt

Only 3 pledges have been received so far for a total of \$11,000. Matt encouraged Council members to be among the first to return their pledge cards in order to set a positive example.

Action Items:

- Council members are asked to turn in their pledge cards as quickly as possible.
- Announce to congregation the bare minimum of pledges we need to maintain a budget and salaries

Status of Audit – *Candy*

Grace Lutheran Church has provided the names of their auditors to us. Steve Snow and Gerry Lemke have agreed to make up Messiah's audit team. Goal to have audit completed week prior to Thanksgiving. May have an update on status by next meeting.

Securing the Church until further notice – *Candy*

Signup Genius for Council members to secure the church.

Action Items:

- Council members were asked to sign up through the end of January.

Constitution Committee (discussion to establish date/time for Zoom meeting)

Zoom meeting for Council to go over changes to Constitution. Town Hall and Congregational meetings are tentatively scheduled for November.

Action Items

- Zoom meeting on 10/18 at 7PM for Council constitution discussion

MLPK Grant with – *Barry and Liz*

MLPK and Messiah church teams are collaborating on an Illinois Early Childhood Construction grant to focus on safety and security updates/upgrades for the building. Teams are currently acquiring quotes

POCOS Update – *Liz, Ashley, Marcia*

Designate the Dave Lindquist and Greg Sellers to design and build cabinets in the nursery/multipurpose room.

Use of Church Buildings – Executive Committee

An employee of MLPK is in need of housing as soon as possible. Council discussed and agreed to review available property that would best meet the needs of the employee. Council requested that future tenant acquire renter's insurance.

Action items

- Talk with property team to determine best option (The Rock or Parsonage)
- Establish a written living agreement/tenancy agreement

CLOSING PRAYER / ADJOURN

A motion was made to conclude the October 2022, Messiah Lutheran Council meeting. The motion was seconded. The motion carried at 9:40PM.

Respectfully submitted,

Elizabeth Sellers,

Messiah Church Council Secretary

Next: November 8, 2022
November Devotions: Roger Kroes



From: Kristin Costello 97kcostello@gmail.com
Subject: Youth Ministry - Questions for Council - 30Sep2022
Date: September 30, 2022 at 8:16 AM
To: Candace Leonard candy.leonard@icloud.com, Ashley Rabe aarabe65@gmail.com, Pastor D. Roucka pastor.roucka@messiah-wauconda.org, liz.sellers@messiah-wauconda.org
Cc: Sarah Theriault saraht715@gmail.com, Greg Sellers gregsellers2004@gmail.com

Church Council,

We, the Pathway Huddle Leaders, are reaching out in hope of having a conversation regarding the immediate future of the Pathway program. Specifically to address the following update/questions:

- 1: Please add the Pathway Huddle Leaders to the Oct. 11th Council Mtg. agenda
- 2: A notification needs to be sent out to the families of 6th, 7th & 8th graders (Pathway families) to cancel the **Oct. 5th Parent** meeting.
Explanation: The Pathways Parent meeting is delayed until a New Youth Leader and a Plan with additional volunteer support has been put into place for Pathways.
- 3: Who is the New Youth Leader & Council liaison for the Youth Ministry?
- 4: Is there any communication with local churches to see about merging or forming an outside partnership to teach religious curriculum for confirmation?
- 5: Can we reach out to the community for support to identify a Youth Leader that can support Messiah for ~ 1 year until a New Youth Minister is vetted and transitions into the role? Can we provide a stipend to cover the cost of an Interim Youth Leader's activities?
- 6: What support can the Council provide to support the Youth Ministries (Middle School & High School)?
- 7: What assistance can Council provide to add more Huddle Leaders to support Pathways activities?
- 8: Can parental support be changed to mandatory for Pathways to support weekly meetings and chaperons for off-site events?
- 9: What is the plan to handle the Phantom Ranch retreat? What resources does Council have access to support a retreat in Nov. 2022? Is there an option to cancel the reservation?

We look forward to your feedback & discussion on these questions at the Oct. 11th Council meeting.

Huddle Leaders (Greg, Kristin & Sarah)

OVERVIEW OF TT TASKS

A primary task (PHASE 1) of the transition process is creating a study of area demographics of the “mission field”/ local area. The study includes a number of parts. These could be complete in 1-3 months (by June 30/ **likely 12/30/22**). The first half is generally a snapshot of the church and it includes:

- An Area Demographic Study (ELCA can obtain) **(mostly complete – report/ evaluation not written)**
- A Survey of Community leaders about the needs/strengths/challenges of the community **(In Process – 50%)**
- A Congregational Survey - self study or outside – **working on a self study 20% - formulating survey**
- A Review of finances – **awaiting audit expected completion November 30, 2022**
- A Statement describing the church property – awaiting edits

Next tasks (PHASE 2) is to outline a self-understanding of who Messiah is and what it needs to unify and inspire those here to be their best. The second half of the mission study includes gatherings where congregation members come together in groups to reflect on the highlights of the church in the past, talk about what we value about the church now, and think about what we believe the priorities of the church should be moving forward. We hope to be able to do this in medium sized groups beginning in late June-early July, perhaps conducted at outdoor BBQ or Zoom groups. Possibly take 2-3 months, and possibly overlaps with Ph 1. This phase includes:

- A Brief history of the church and what it means for our future **(In Process – difficulty getting response – attempting new process)**
- Clarifying role of a pastor in light of current context and needs – **in process**
- Developing outline of Core Values and potential missional direction – **70% complete – testing authenticity**
- Congregational meetings – in small groups – to test values, missional framework and clarity of Messiah direction. **(Getting underway)**

Once these two phases are completed we will have a decent snapshot of our community, its needs and strengths as well as challenges. This gives us a framework for solidifying our mission/ work with clarity. Once the mission study is completed, the whole is presented to the congregation for review. Once determined that it does a good job of reflecting where we are and where we are going, we move into the last major task of the transitional work.

Third task is to develop Call Committee and Congregational MSP

- During this time frame the Council/ Nominating Team would develop list of names to serve on Call Committee according to Messiah’s constitutional outline. Ideally 1-2 members of TT would serve on Call Committee.
- Synod would provide training of Call Committee/ Install them
- The TT would develop and submit MSP to Synod (bulk of TT work is complete)

Once the MSP draft is complete and approved by Congregation it will be submitted to the Synod to begin sending names for interviewing Pastoral Candidates. The MSP describes the church, its ministry, and what the church is looking for in a new pastor and is developed from the TT work above. The intentional interim/transitional pastor is not involved in the work of the Call Committee once it is formed.

- TT would meet less regularly now; would still plan for the onboarding of new Pastor once candidate is affirmed.
- Call Committee would select candidates to be interviewed
- CC would conduct interviews and advance those whose gifts match MLC needs best

The goal of the TT could be to have the Mission Study (Ph 1 & Ph 2) completed by ~~Sent/Oct~~ **REVISED Dec 2022**; the MSP drafted and to Synod and a CC selected and working by ~~Fall~~ **REVISED SPRING 2023**

SEPTEMBER 2022 BUDGET COMMENTS

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Our Gifts - Our Ministry 2022

SEPTEMBER	Actual	Budget	Above/(Below)	Net
Income	\$ 44,358	\$ 44,242	\$ 116	\$ 3,591
Expenses	\$ 46,531	\$ 50,006	\$ 3,475	

Benevolence & Mission Dollars Provided, YTD

**Benevolence is independent of budget/income, MELC acts as the steward for these donations*

Synod Mission Support	\$ 12,015	Good Samaritan*	\$ 1,160
World Hunger*	\$ 1,291	Food Sharing*	\$ 12,435
Financial Assistance*	\$ 3,704	PADS*	\$ 2,800
Youth Mission Trip*	\$ 5,337	Local, Other*	\$ 2,748
Annual ELCA Fundraisers*	\$ 2,966	Mission Church	\$ 1,500
		Yearly Total:	\$ 45,956

THANK YOU

Your gifts and continued support are treasures that foster effective Ministry in Christ's name

% of Benevolence vs Income

103.6%

11.03% Based on year to date

For Internal use Only (Budgeting Accts)

This month's total divided by total income so far. Get from Income Statement

Synod Mission Support	026-07-07-01	12015	
World Hunger	027-07-07-01	1291	
Family Assitance	027-07-07-02	3704	
Youth Mission trip	027-11-21-02	3688.09	
	026-11-21-02	1649.02	5337.11
Annual ELCA	027-07-07-16	2966	
	027-07-07-08	0	2966
Good Samaritan	027-07-07-07	1160	
Mission Church (Sagrado)	026-07-07-02	1500	
PADS	027-07-07-03	2800	
Food Sharing	027-11-21-05	4028	
	027-07-07-05	950	
	027-08-08-04	7457	
	027-07-07-13		12435
Local, Other	026-07-07-06	2305	
	027-12-13-07	133	
		310	2748

\$ 0.11

Messiah Ev. Lutheran Church
Monthly Statement of Income & Expense
 September of Fiscal Year 2022
 Responsibility: All
Fund: 02 - Fund 2-WaucComm General

	Current Month				Annual Budget, Y.T.D. Actual			
	Budget	Actual	%	Remaining	Budget	Actual	%	Remaining
Income								
Major 05, INCOME // Minor 04, INCOME								
025-05-04-01, GENERAL ENVELOPE OFFERING	40,000.00	40,436.75	101.09%	-436.75	545,000.00	375,011.29	68.81%	169,988.71
025-05-04-02, GENERAL BASKET OFFERING	127.32	389.21	305.69%	-261.89	3,000.00	3,127.74	104.26%	-127.74
025-05-04-03, SUNDAY SCHOOL OFFERING	0.00	25.00	--	-25.00	0.00	25.00	--	-25.00
025-05-04-04, FESTIVAL OFFERING	0.00	0.00	--	0.00	15,000.00	3,249.00	21.66%	11,751.00
025-05-04-05, OUTSIDE DONATIONS	3,666.67	3,252.86	88.71%	413.81	44,000.00	32,109.21	72.98%	11,890.79
025-05-04-06, INTEREST	0.00	0.00	--	0.00	0.00	2.87	--	-2.87
025-05-04-07, SPECIAL GIFTS	0.00	0.00	--	0.00	0.00	0.00	--	0.00
025-05-04-08, MANNA CARD PROFIT	0.00	0.00	--	0.00	3,000.00	191.00	6.37%	2,809.00
025-05-04-09, CONTINUE THE VISION	447.76	254.00	56.73%	193.76	5,000.00	2,858.75	57.18%	2,141.25
	44,241.75	44,357.82	100.26%	-116.07	615,000.00	416,574.86	67.74%	198,425.14
Total Income	44,241.75	44,357.82	100.26%	-116.07	615,000.00	416,574.86	67.74%	198,425.14

Expense

Major 06, SALARY/BENEFITS // Minor 05, SR. PASTOR								
026-06-05-01, SR.PASTOR SALARY	7,500.00	6,963.08	92.84%	536.92	90,000.00	66,194.43	73.55%	23,805.57
026-06-05-02, SR.PASTOR FICA EMPLOYER	617.92	530.16	85.80%	87.76	7,415.00	5,491.35	74.06%	1,923.65
026-06-05-03, SR.PASTOR BENEFITS	990.33	1,190.36	120.20%	-200.03	11,884.00	10,813.24	90.99%	1,070.76
026-06-05-04, SR.PASTOR AUTO	333.33	0.00	0.00%	333.33	4,000.00	0.00	0.00%	4,000.00
026-06-05-06, SR.PASTOR EDUCATION/CONF	0.00	0.00	--	0.00	0.00	0.00	--	0.00
026-06-05-07, SR.PASTOR PROF EXPENSE	83.33	0.00	0.00%	83.33	1,000.00	0.00	0.00%	1,000.00
	9,524.91	8,683.60	91.17%	841.31	114,299.00	82,499.02	72.18%	31,799.98
Major 06, SALARY/BENEFITS // Minor 06, PASTOR/SUPPLY 2022								
026-06-06-01, PASTOR /SUPPLY/2022	350.00	0.00	0.00%	350.00	4,200.00	506.00	12.05%	3,694.00
026-06-06-02, PASTOR FICA EMPLOYER	0.00	0.00	--	0.00	0.00	0.00	--	0.00
026-06-06-03, PASTOR BENEFITS	0.00	0.00	--	0.00	0.00	0.00	--	0.00
026-06-06-04, PASTOR AUTO	0.00	0.00	--	0.00	0.00	0.00	--	0.00
026-06-06-06, PASTOR ED/CONF	0.00	0.00	--	0.00	0.00	0.00	--	0.00
026-06-06-07, PASTOR PROF. EXPENSE	0.00	0.00	--	0.00	0.00	0.00	--	0.00

Messiah Ev. Lutheran Church
Monthly Statement of Income & Expense
 September of Fiscal Year 2022
 Responsibility: All
Fund: 02 - Fund 2-WaucComm General

	Current Month				Annual Budget, Y.T.D. Actual			
	Budget	Actual	%	Remaining	Budget	Actual	%	Remaining
	350.00	0.00	0.00%	350.00	4,200.00	506.00	12.05%	3,694.00
<u>Major 06, SALARY/BENEFITS // Minor 07, CH.ED./VBS COORDINATOR</u>								
026-06-07-01, CH.ED. SALARY/VBS DIR.	250.00	0.00	0.00%	250.00	3,000.00	2,625.00	87.50%	375.00
026-06-07-04, CH.ED. DIRECTOR ED/CONF.	0.00	0.00	--	0.00	0.00	0.00	--	0.00
026-06-07-11, VISUAL ARTS COORDINATOR	0.00	0.00	--	0.00	0.00	0.00	--	0.00
026-06-07-21, NURSERY ASSISTANTS	0.00	0.00	--	0.00	0.00	0.00	--	0.00
	250.00	0.00	0.00%	250.00	3,000.00	2,625.00	87.50%	375.00
<u>Major 06, SALARY/BENEFITS // Minor 08, YOUTH</u>								
026-06-08-01, YOUTH DIRECTOR SALARY	2,300.00	2,000.00	86.96%	300.00	27,600.00	19,500.00	70.65%	8,100.00
026-06-08-03, YOUTH DIR. PROF EXPENSES	41.67	0.00	0.00%	41.67	500.00	0.00	0.00%	500.00
026-06-08-11, YOUTH PATHWAY MUSIC DIR	0.00	0.00	--	0.00	0.00	0.00	--	0.00
	2,341.67	2,000.00	85.41%	341.67	28,100.00	19,500.00	69.40%	8,600.00
<u>Major 06, SALARY/BENEFITS // Minor 09, OFFICE MGR.</u>								
026-06-09-01, ADMIN ASSISTANT	2,916.67	1,791.69	61.43%	1,124.98	35,000.00	4,921.33	14.06%	30,078.67
	2,916.67	1,791.69	61.43%	1,124.98	35,000.00	4,921.33	14.06%	30,078.67
<u>Major 06, SALARY/BENEFITS // Minor 10, SR. SECRETARY</u>								
026-06-10-01, ADMIN ASSIS(SR.SEC)SALARY	1,044.73	1,286.19	123.11%	-241.46	13,200.00	10,696.72	81.04%	2,503.28
026-06-10-02, ADMIN ASSIS(SR.SEC)BENE	546.16	489.93	89.70%	56.23	6,554.00	4,409.37	67.28%	2,144.63
	1,590.89	1,776.12	111.64%	-185.23	19,754.00	15,106.09	76.47%	4,647.91
<u>Major 06, SALARY/BENEFITS // Minor 11, CLERICAL</u>								
026-06-11-01, BUSINESS MANAGER	0.00	0.00	--	0.00	0.00	0.00	--	0.00
	0.00	0.00	--	0.00	0.00	0.00	--	0.00
<u>Major 06, SALARY/BENEFITS // Minor 13, OFFICE</u>								
026-06-13-03, SYNOD ASSEMBLY	100.00	0.00	0.00%	100.00	1,200.00	250.00	20.83%	950.00
	100.00	0.00	0.00%	100.00	1,200.00	250.00	20.83%	950.00
<u>Major 06, SALARY/BENEFITS // Minor 14, MUSIC</u>								
026-06-14-01, MUSIC DIRECTOR SALARY	2,152.53	2,152.54	100.00%	-0.01	27,983.00	20,949.13	74.86%	7,033.87

Messiah Ev. Lutheran Church
Monthly Statement of Income & Expense
 September of Fiscal Year 2022
 Responsibility: All
Fund: 02 - Fund 2-WaucComm General

	Current Month				Annual Budget, Y.T.D. Actual			
	Budget	Actual	%	Remaining	Budget	Actual	%	Remaining
026-06-14-31, ALTERNATE SERVICE SALARY	83.33	0.00	0.00%	83.33	1,000.00	0.00	0.00%	1,000.00
	2,235.86	2,152.54	96.27%	83.32	28,983.00	20,949.13	72.28%	8,033.87
Major 06, SALARY/BENEFITS // Minor 16, MAINTENANCE								
026-06-16-01, MAINTENANCE SALARY	0.00	0.00	--	0.00	0.00	0.00	--	0.00
	0.00	0.00	--	0.00	0.00	0.00	--	0.00
Major 06, SALARY/BENEFITS // Minor 99, STAFF FICA								
026-06-99-99, STAFF FICA	625.00	917.05	146.73%	-292.05	7,500.00	7,836.77	104.49%	-336.77
	625.00	917.05	146.73%	-292.05	7,500.00	7,836.77	104.49%	-336.77
Major 07, BENEVOLENCE // Minor 07, BENEVOLENCE								
026-07-07-01, SYNOD BENEVOLENCE	1,333.33	1,335.00	100.13%	-1.67	16,000.00	12,015.00	75.09%	3,985.00
026-07-07-02, MISSION CHURCH	0.00	0.00	--	0.00	2,000.00	1,500.00	75.00%	500.00
026-07-07-03, SEMINARY ASSISTANCE	0.00	0.00	--	0.00	0.00	0.00	--	0.00
026-07-07-04, LSSI	0.00	0.00	--	0.00	0.00	0.00	--	0.00
026-07-07-06, LOCAL BENEVOLENCE	150.00	150.00	100.00%	0.00	1,000.00	600.00	60.00%	400.00
	1,483.33	1,485.00	100.11%	-1.67	19,000.00	14,115.00	74.29%	4,885.00
Major 08, OFFICE // Minor 08, OFFICE								
026-08-08-01, GIVING ENVELOPES	0.00	0.00	--	0.00	415.00	408.86	98.52%	6.14
026-08-08-02, OFFICE SUPPLIES	625.00	954.11	152.66%	-329.11	7,500.00	5,984.59	79.79%	1,515.41
026-08-08-03, POSTAGE	83.33	0.00	0.00%	83.33	1,000.00	643.40	64.34%	356.60
026-08-08-04, PAYROLL SERVICE	266.67	231.14	86.68%	35.53	3,200.00	2,180.87	68.15%	1,019.13
026-08-08-06, AT&T/INTERNET	316.67	348.59	110.08%	-31.92	3,800.00	3,059.00	80.50%	741.00
026-08-08-08, CELLULAR SERVICE	0.00	0.00	--	0.00	0.00	0.00	--	0.00
026-08-08-09, COMPUTER/SHEPHERD STAFF	62.50	0.00	0.00%	62.50	750.00	0.00	0.00%	750.00
026-08-08-10, COPIER CONTRACTS	500.00	293.00	58.60%	207.00	6,000.00	5,679.83	94.66%	320.17
026-08-08-13, COMPUTER ANTI-VIRUS	0.00	0.00	--	0.00	0.00	0.00	--	0.00
	1,854.17	1,826.84	98.53%	27.33	22,665.00	17,956.55	79.23%	4,708.45
Major 09, PROPERTY // Minor 09, PROPERTY								
026-09-09-01, MAINT. SUPPLIES	833.33	2,693.28	323.19%	-1,859.95	10,000.00	8,483.10	84.83%	1,516.90
026-09-09-02, MAINT. SERVICES	916.67	3,475.00	379.09%	-2,558.33	11,000.00	10,604.45	96.40%	395.55
026-09-09-03, CLEANING SERVICE	3,650.00	3,650.00	100.00%	0.00	43,800.00	32,850.00	75.00%	10,950.00
026-09-09-04, ELEVATOR MAINTENANCE	83.33	0.00	0.00%	83.33	1,000.00	0.00	0.00%	1,000.00
026-09-09-05, SEWER CHARGES	250.00	205.05	82.02%	44.95	3,000.00	2,570.25	85.68%	429.75
026-09-09-06, SNOWPLOWING	0.00	0.00	--	0.00	10,000.00	6,433.20	64.33%	3,566.80
026-09-09-07, WASTE HAULING	154.17	204.44	132.61%	-50.27	1,850.00	1,373.28	74.23%	476.72

Messiah Ev. Lutheran Church
Monthly Statement of Income & Expense
 September of Fiscal Year 2022
 Responsibility: All
Fund: 02 - Fund 2-WaucComm General

	Current Month				Annual Budget, Y.T.D. Actual			
	Budget	Actual	%	Remaining	Budget	Actual	%	Remaining
026-09-09-08, WATER TESTING	0.00	0.00	--	0.00	500.00	1,086.00	217.20%	-586.00
026-09-09-09, ELECTRIC/COM ED/DIRECT EN	1,458.33	1,073.62	73.62%	384.71	17,500.00	13,430.03	76.74%	4,069.97
026-09-09-10, GAS/NICOR	958.33	256.59	26.77%	701.74	11,500.00	10,290.01	89.48%	1,209.99
026-09-09-11, VEHICLE MAINTENANCE	0.00	0.00	--	0.00	0.00	0.00	--	0.00
026-09-09-12, SPECIAL REPAIRS	833.33	0.00	0.00%	833.33	10,000.00	5,708.30	57.08%	4,291.70
026-09-09-13, CARPET CLEANING	0.00	0.00	--	0.00	0.00	0.00	--	0.00
026-09-09-14, GENERATOR/SPRINKLER	45.50	0.00	0.00%	45.50	546.00	655.00	119.96%	-109.00
	9,182.99	11,557.98	125.86%	-2,374.99	120,696.00	93,483.62	77.45%	27,212.38
<u>Major 09, PROPERTY // Minor 10, INSURANCE</u>								
026-09-10-01, INSURANCE/ALL CHURCH POL.	1,463.83	0.00	0.00%	1,463.83	17,566.00	13,186.50	75.07%	4,379.50
026-09-10-02, INSURANCE/WORK COMP	83.33	0.00	0.00%	83.33	1,000.00	534.39	53.44%	465.61
026-09-10-03, INSURANCE/VEHICLES	0.00	0.00	--	0.00	0.00	0.00	--	0.00
	1,547.16	0.00	0.00%	1,547.16	18,566.00	13,720.89	73.90%	4,845.11
<u>Major 10, DEBT // Minor 09, PROPERTY</u>								
026-10-09-01, MORTGAGE PAYMENT	14,873.92	13,906.00	93.49%	967.92	178,487.00	115,119.68	64.50%	63,367.32
026-10-09-02, PARSONAGE ALLOCATION	0.00	0.00	--	0.00	0.00	0.00	--	0.00
026-10-09-03, DEBT REDUCTION	0.00	0.00	--	0.00	0.00	0.00	--	0.00
	14,873.92	13,906.00	93.49%	967.92	178,487.00	115,119.68	64.50%	63,367.32
<u>Major 11, MINISTRIES // Minor 12, WORSHIP/MUSIC</u>								
026-11-12-01, SUNDAY AND SEASONS	66.67	49.00	73.50%	17.67	800.00	169.39	21.17%	630.61
026-11-12-02, ALTAR GUILD	300.00	58.26	19.42%	241.74	3,600.00	1,864.53	51.79%	1,735.47
026-11-12-10, MUSIC ADMIN./COPYRIGHT	100.00	0.00	0.00%	100.00	1,200.00	937.99	78.17%	262.01
026-11-12-16, WORSHIP EQUIPMENT/TUNING	29.17	0.00	0.00%	29.17	350.00	0.00	0.00%	350.00
026-11-12-17, Multimedia Maintenance	41.67	0.00	0.00%	41.67	500.00	0.00	0.00%	500.00
	537.51	107.26	19.95%	430.25	6,450.00	2,971.91	46.08%	3,478.09
<u>Major 11, MINISTRIES // Minor 13, ORGANIZATIONS</u>								
026-11-13-01, CARE NETWORK	0.00	0.00	--	0.00	0.00	0.00	--	0.00
026-11-13-02, QUILTERS/PRAYER SHAWL	0.00	47.22	--	-47.22	0.00	47.22	--	-47.22
026-11-13-03, NEW MEMBER CLASS	0.00	0.00	--	0.00	0.00	0.00	--	0.00
	0.00	47.22	--	-47.22	0.00	47.22	--	-47.22
<u>Major 11, MINISTRIES // Minor 18, CH. ED.</u>								
026-11-18-01, CH.ED./ADMINISTRATION	20.83	0.00	0.00%	20.83	250.00	0.00	0.00%	250.00
026-11-18-02, CH.ED.-BIBLES/COMMUNION	41.67	0.00	0.00%	41.67	500.00	307.95	61.59%	192.05

Messiah Ev. Lutheran Church
Monthly Statement of Income & Expense
 September of Fiscal Year 2022
 Responsibility: All
Fund: 02 - Fund 2-WaucComm General

	Current Month				Annual Budget, Y.T.D. Actual			
	Budget	Actual	%	Remaining	Budget	Actual	%	Remaining
026-11-18-03, CH.ED.-SS/SUPPLIES	0.00	0.00	--	0.00	0.00	0.00	--	0.00
026-11-18-04, CH.ED.-SS CURRICULUM	0.00	0.00	--	0.00	0.00	0.00	--	0.00
026-11-18-06, ADULT ED.-WORD IN SEASON	8.33	49.00	588.24%	-40.67	100.00	147.00	147.00%	-47.00
026-11-18-07, ADULT ED./LIBRARY	0.00	0.00	--	0.00	0.00	0.00	--	0.00
	70.83	49.00	69.18%	21.83	850.00	454.95	53.52%	395.05
<u>Major 11. MINISTRIES // Minor 19. JOYFUL OUTREACH</u>								
026-11-19-01, JOM/ADMIN/WEB SITE	45.83	34.00	74.19%	11.83	550.00	306.00	55.64%	244.00
026-11-19-03, JOM/OUTREACH	37.50	0.00	0.00%	37.50	450.00	571.00	126.89%	-121.00
	83.33	34.00	40.80%	49.33	1,000.00	877.00	87.70%	123.00
<u>Major 11. MINISTRIES // Minor 20. HOSPITALITY</u>								
026-11-20-01, HOSPITALITY-COFFEE	20.83	35.23	169.13%	-14.40	250.00	35.23	14.09%	214.77
026-11-20-02, HOSPITALITY-EVENTS	41.67	56.30	135.11%	-14.63	500.00	156.59	31.32%	343.41
	62.50	91.53	146.45%	-29.03	750.00	191.82	25.58%	558.18
<u>Major 11. MINISTRIES // Minor 21. YOUTH</u>								
026-11-21-02, YOUTH/PATHWAY	125.00	105.00	84.00%	20.00	1,500.00	1,649.02	109.93%	-149.02
026-11-21-03, YOUTH/HIGH SCHOOL	166.67	0.00	0.00%	166.67	2,000.00	1,951.68	97.58%	48.32
026-11-21-05, YOUTH/SPONSORS/CHAPERONES	83.33	0.00	0.00%	83.33	1,000.00	0.00	0.00%	1,000.00
	375.00	105.00	28.00%	270.00	4,500.00	3,600.70	80.02%	899.30
Total Expense	50,005.74	46,530.83	93.05%	3,474.91	615,000.00	416,732.68	67.76%	198,267.32
Income Less Expense	-5,763.99	-2,173.01	37.70%	-3,590.98	0.00	-157.82	--	157.82

MESSIAH LUTHERAN CHURCH
HISTORICAL INCOME VERSUS EXPENSES (Actuals)

<u>Month</u>	<u>22 Inc</u>	<u>22 Exp</u>	<u>Month</u>	<u>21 Inc</u>	<u>21 Expens</u>	<u>20 Income</u>	<u>20 Expense</u>	<u>19 Income</u>	<u>19 Expense</u>	<u>18 Income</u>	<u>18 Expense</u>	<u>17 Income</u>	<u>17 Expense</u>
JAN	42,029	49,292	JAN	58,055	53,051	\$47,117	\$77,279	\$43,454	\$64,744	\$60,182	\$50,287	\$51,308	\$60,624
FEB	65,924	50,408	FEB	61,313	66,852	\$45,502	\$62,288	\$48,243	\$64,776	\$43,903	\$75,685	\$47,014	\$68,878
MAR	39,702	47,431	MAR	41,392	59,580	\$61,811	\$51,850	\$78,760	\$72,504	\$66,148	\$71,747	\$53,429	\$69,553
APR	38,384	44,825	APR	44,803	53,668	\$57,336	\$47,945	\$64,819	\$59,513	\$63,636	\$57,612	\$69,064	\$54,869
MAY	42,677	33,213	MAY	57,334	50,712	\$59,943	\$52,370	\$53,929	\$60,010	\$45,663	\$58,899	\$45,637	\$59,444
JUN	45,354	48,953	JUN	47,495	54,539	\$40,906	\$58,823	\$57,311	\$45,270	\$47,858	\$54,353	\$46,951	\$55,013
JUL	54,677	49,342	JUL	40,578	58,805	\$57,344	\$46,295	\$70,088	\$78,937	\$54,636	\$52,719	\$52,747	\$52,730
AUG	40,687	46,739	AUG	42,469	55,720	\$47,330	\$51,694	\$55,596	\$58,434	\$50,033	\$69,018	\$74,878	\$61,357
SEP	44,358	46,531	SEP	40,381	40,682	\$42,479	\$54,244	\$54,484	\$53,366	\$69,349	\$62,799	\$48,306	\$67,951
OCT			OCT	48,228	53,639	\$45,822	\$48,413	\$46,612	\$53,729	\$61,389	\$49,243	\$60,973	\$54,626
NOV			NOV	43,956	59,486	\$60,677	\$55,079	\$58,775	\$55,466	\$65,867	\$58,288	\$56,702	\$58,518
DEC			DEC	89,537	53,379	\$87,778	\$55,079	\$98,557	\$54,756	\$99,049	\$63,233	\$104,696	\$55,716
TOTAL	413,791	416,733	TOTAL	615,541	660,113	\$654,046	\$ 661,360	\$ 730,628	\$ 721,504	\$727,713	\$ 723,883	\$711,705	\$719,279
BUDGET	615,000	615,000	BUDGET	681,100	681,100	\$730,439	\$ 730,439	\$ 730,000	\$ 730,000	\$718,256	\$ 718,256	\$735,000	\$734,562
Year Delta	(201,209)	(198,267)	Year Delta	(65,559)	(20,987)	(\$76,393)	(\$69,079)	\$628	(\$8,496)	\$9,457	\$5,627	(\$23,295)	(\$15,283)

16 Income 16 Expense

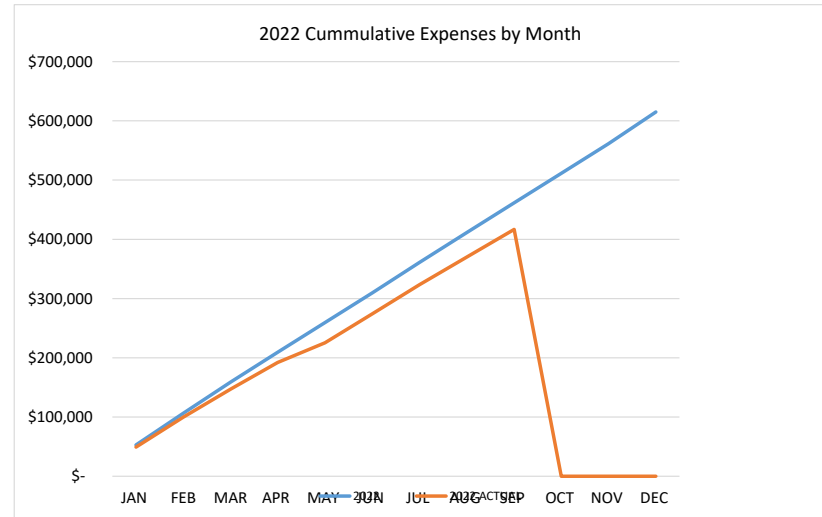
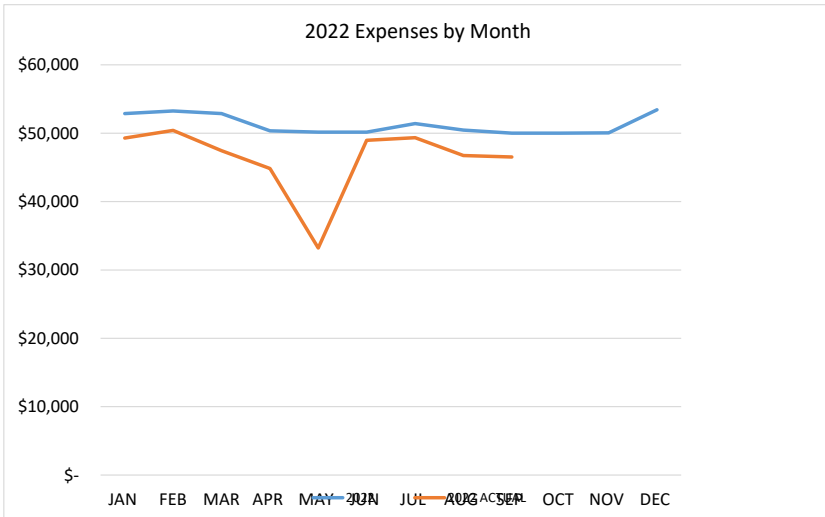
\$46,461	\$59,406	
\$50,949	\$62,607	
\$60,036	\$59,915	
\$67,933	\$70,261	
\$60,476	\$60,803	
\$47,112	\$55,145	
\$60,995	\$58,361	
\$46,913	\$58,215	
\$49,587	\$65,350	
\$60,102	\$61,139	
\$63,833	\$62,195	
<u>\$109,366</u>	<u>\$66,921</u>	
\$723,763	\$740,318	
\$739,400	\$739,400	
(\$15,637)	\$918	

MESSIAH LUTHERAN CHURCH - 2022 EXPENSES BY MONTH

MONTH	2022	2022 ACTUAL	Actual %	Actual	Variance
			of	Cumulative	by Month
			Budget	% of Budget	B/(W) Than
			Total	Total	Budget
JAN	\$ 52,864	\$ 49,292	8.01%	8.01%	3,572
FEB	\$ 53,240	\$ 50,408	8.20%	16.21%	2,832
MAR	\$ 52,866	\$ 47,431	7.71%	23.92%	5,435
APR	\$ 50,356	\$ 44,825	7.29%	31.21%	5,531
MAY	\$ 50,168	\$ 33,213	5.40%	36.61%	16,955
JUN	\$ 50,156	\$ 48,953	7.96%	44.57%	1,203
JUL	\$ 51,409	\$ 49,342	8.02%	52.59%	2,067
AUG	\$ 50,456	\$ 46,739	7.60%	60.19%	3,716
SEP	\$ 50,006	\$ 46,531	7.57%	67.76%	3,475
OCT	\$ 50,006				
NOV	\$ 50,057				
DEC	\$ 53,427				
TOTALS	\$ 615,010	\$ 416,733	67.76%		
AVG./MO.	\$ 51,251	\$ 46,304			

MESSIAH LUTHERAN CHURCH - 2022 CUMULATIVE EXPENSES BY MONTH

MONTH	2022	2022 ACTUAL	CUMULATIVE
			VARIANCE
			B/(W) THAN
			BUDGET
JAN	\$ 52,864	49,292	3,572
FEB	\$ 106,104	99,700	6,405
MAR	\$ 158,970	147,130	11,840
APR	\$ 209,326	191,955	17,371
MAY	\$ 259,493	225,168	34,326
JUN	\$ 309,649	274,120	35,529
JUL	\$ 361,058	323,463	37,596
AUG	\$ 411,514	370,202	41,312
SEP	\$ 461,520	416,733	44,787
OCT	\$ 511,525		
NOV	\$ 561,583		
DEC	\$ 615,010		

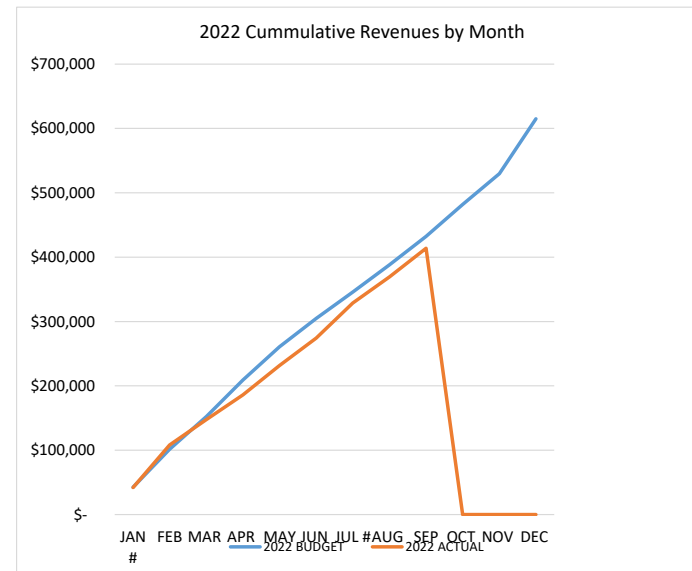
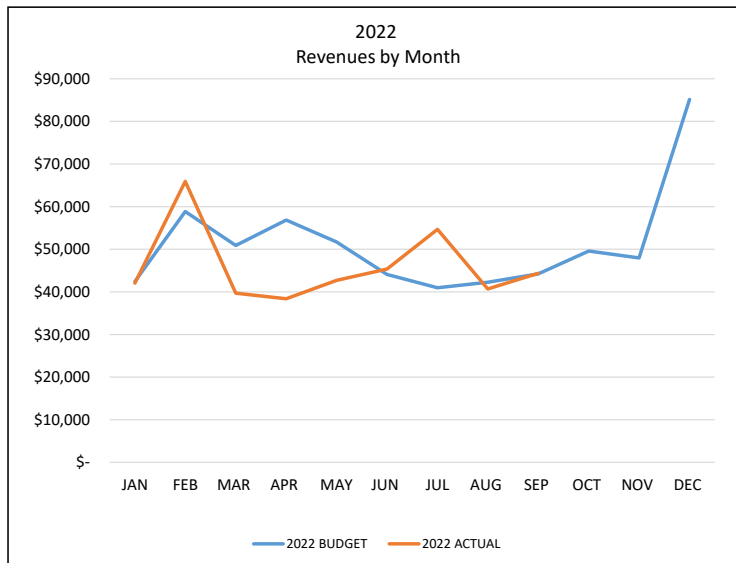


MESSIAH LUTHERAN CHURCH - 2022 REVENUES BY MONTH

MONTH	2022		Actual %	Actual
	BUDGET	ACTUAL	of Budget	Cumulative % of Budget
	Total	Total		Total
JAN	\$ 42,456	\$ 42,029	6.83%	6.83%
FEB	\$ 58,850	\$ 65,924	10.72%	17.55%
MAR	\$ 50,892	\$ 39,702	6.46%	24.01%
APR	\$ 56,866	\$ 38,384	6.24%	30.25%
MAY	\$ 51,693	\$ 42,677	6.94%	37.19%
JUN	\$ 44,075	\$ 45,354	7.37%	44.56%
JUL	\$ 40,964	\$ 54,677	8.89%	53.45%
AUG	\$ 42,243	\$ 40,687	6.62%	60.07%
SEP	\$ 44,242	\$ 44,358	7.21%	67.28%
OCT	\$ 49,580			
NOV	\$ 47,979			
DEC	\$ 85,151			
TOTALS	\$ 615,000	\$ 413,791		
AVG./MO.	\$ 51,250	\$ 45,977		

MESSIAH LUTHERAN CHURCH - 2022 CUMULATIVE REVENUES BY MONTH

MONTH	2022		CUMULATIVE
	BUDGET	ACTUAL	VARIANCE B/(W) THAN BUDGET
JAN	\$ 42,456	\$ 42,029	\$ (427)
FEB	\$ 101,306	\$ 107,953	\$ 6,646
MAR	\$ 152,198	\$ 147,654	\$ (4,544)
APR	\$ 209,064	\$ 186,038	\$ (23,026)
MAY	\$ 260,757	\$ 231,499	\$ (29,258)
JUN	\$ 304,832	\$ 274,069	\$ (30,762)
JUL	\$ 345,795	\$ 328,746	\$ (17,049)
AUG	\$ 388,038	\$ 369,433	\$ (18,605)
SEP	\$ 432,280	\$ 413,791	\$ (18,489)
OCT	\$ 481,860		
NOV	\$ 529,839		
DEC	\$ 614,990		



INTENTIONAL INTERIM PASTOR DAWN ROUCKA'S

COUNCIL REPORT for September 2022

Messiah Lutheran Church * October 9, 2022

NEEDED ACTION ITEMS / PASTORAL RECOMMENDATIONS/ OBSERVATIONS FOR COUNCIL

Addressing (strengths and) weaknesses of Messiah in order to help it become more effective in ministry these two critical areas need attention

- Number of ministries - too many are diluting focus, energy and vision;

I stand ready to work with 1-3 others in creating a clear Ministry at Messiah chart to help simplify how things run and get shared, and who leads what. Accomplish by Year End for Annual Mtg

- Convoluted policies and procedures;
 - o Different for different staff members and church members
- undefined expectations of pastoral ministry
 - o ONE PASTOR CHURCH – how will you practice new working patterns with one pastor through the Intentional Interim so that when a regular settled Pastor comes, there will be balance and clarity of roles for all?
 - o How is leadership helping reshape its working style to develop the practice of living as a one pastor congregation for now. What 2-3 steps can the Council take?
- undefined expectations of pastoral ministry and staff – better define what you want a pastor and staff to do and how and who work together. How is office expected to work with Pastor?
 - o *attending to constructing an evaluative process with staff around measureable joint goals
 - o *Staffing changes with goals to improve effectiveness and efficiencies
 - o - Policies are NOT clear for anyone; nor are Job Descriptions
 - o - What is the role of the Admins to the Pastoral role/ pastor?
- Self image and culture issues
 - o That has leadership working in silos rather than working as a unified team
 - o that has leadership focusing on the busy work instead of the big building blocks for the future. Or making molehill issues into mountains.
 - o Burning volunteers and leaders out so that they become resentful and angry at Messiah/leadership.
 - o Of ongoing communication issues within the leadership – expectations not conveyed clearly, or convoluted processes
- Ongoing work and support for valuing Messiah Lutheran Preschool and Kindergarten as a ministry of this congregation. (Supporting the vote we took in May) Rewritten Covenant/ and grant work

TRANSITION & SPECIFIC INTERIM TASKS THROUGH SEPTEMBER

3 Transition Team Meetings plus planning

Stewardship planning – work on Ministry Faire and planning for Stewardship Campaign “Bind Us Together Lord”

Next meeting – October ____

Conflict Management – Exit interview Process for Youth Director and ongoing grief issues

Numerous other conversation around MLC matters/ viewpoints

Consulted with vGrace church and Synod on External Audit

12 Individual listening sessions with congregational members

5 Additional meetings with Synod office - plus emails and calls

ONGOING PASTORAL MINISTRY THRU SEPTEMBER 2022

6 Worship Services

Including 2 baptisms

2 Funerals

21 Staff monthly Meetings, plus 8 meetings with individual staff

Council Meeting/ Exec Team meeting

5 Messiah Ministry Meetings –POCOS, Generosity, WMFA meetings and planning, Youth

Tech Support Meetings

4 Leadership meetings/ consults,

18 individual visits (in office or F2F),

172 emails, 33 calls, 59 texts Plus miscellaneous conversation with MLC members

Plus approx.20 hours sermons and background work, including interim centered work

Not including off the cuff encounters, drop by conversations or hallway conversations



Which comes first, vision or values? Does it even matter?

Deborah Morris

Published Nov 5, 2015

Accelerating the big ideas and projects of positive change makers

Leaders often need to revisit the mission, vision and values of an organization. Often this is done in that order -- mission, vision, then values -- the theory being that values should support the vision, so you need to know the vision first. Often leadership teams just want to get on with it and skip the “woo-woo” values stuff altogether, or get through it as quickly as possible.

As I look around at the best leaders and leadership scholars, I see that values and beliefs about things like people, community, and the nature of work are the immovable objects, or soil, from which a vision has to emerge. These values and beliefs are the “why” at the center that drives everything and inspires employees to do their best work. (See Simon Senek’s work on this [here](#)).

Does it really matter which comes first, vision or values? I think this matters a lot. In my experience, when a vision is not well-grounded in the values held in the culture and/or leadership team, it is likely to be only a temporary mirage. If a vision is done to “check the box,” this mirage will tend to engender cynicism when the leaders then don’t act in alignment with the vision.

Values aren’t like a breakfast cereal. They can’t be changed out to serve a purpose. If we attempt to shape our vision but haven’t examined *and articulated* our values first, a predictable pattern follows.

- Communication about the vision will tend to be flat and insipid.
- It will be almost impossible to get employees engaged in the vision. They’ll scratch their heads, wondering what is expected of them.
- Leaders won’t often have the courage to stand up and make tough decisions.
- Trust in the leaders wavers.

Now we have an environment ripe for a downward spiral in performance.

Values matter because results matter. If a set of values is not being served consciously, look for the “something else” that fills the void. It’s usually ego, greed, a lust for power, fear... or whatever self-serving value happens to pop up like a mushroom. As I experienced at Nortel Networks, self-serving values led to the ultimate demise of a 100-year-old company. Read the inside story [here](#) in Tim Dempsey’s book “No Fear: Tales of a Change Agent.”

If you’re taking over a new organization or group, or re-strategizing for the future and need a new vision, take a step back and explore your beliefs and values as a team. What do you truly believe? Why? What shows up when things go well? How might your organization express those values in ways that are most relevant to today? [Appreciative Inquiry](#) is a proven approach for doing this work of the heart.

Plug into the heart first, and the rest will follow.

What are core values?

In short, core values are principles that undergird, influence and clarify what a church does, and how it does it. They provide boundaries and parameters around the mission, [leadership and ministry philosophy](#), priorities and [strategy](#).

Core values answer the question “who are we? what defines us? what is really important to us? What are the non-negotiables?”

Core values guide our identity (who we say we are), our theology (who we say God is), and our activity (how we do what we do).

A good way to discover your values is to look at your church calendar and see what type of meetings and events are given priority, and look at your spending and consider what areas receive the most resources! Our outflow of energy and finance shows us what is truly important.

Churches can fail to distinguish between *actual values* and *aspirational values*. Aspirational values are the values we think we have, but our actual values are the reality we are living in. If you tell me you value evangelism, but there's little activity, then it's aspirational and not actual. It's not wrong to have aspirational values, as long as we recognize that they are. Also, our actual values might be negative – they might actively detract from or hinder the mission or vision. These will need to be ‘unearthed’ over time if they have developed sufficiently enough into your church culture.

Why is a church core value statement important?

A core values statement will help people align their thinking and acting naturally and collectively to ways that contribute towards the church vision.

What are the benefits of a church core values statement?

1. It defines key beliefs needed to develop the momentum of the mission.
2. It shows people how to live in a way that serves the success of the vision.
3. It influences overall beliefs, and therefore behavior, in the church
4. It steers church culture development
5. It brings guidelines and principles to the church's structural and strategic thinking.
6. It provides parameters of assessment during [ministry review and evaluation](#).

What happens if a church core values statement is lacking?

An unhealthy culture will develop in the church, which means dominant values, beliefs, preferences, attitudes, practices and behaviors characterize the church that may be counter-productive to the vision, or even actively work against it.

How do we begin developing a church core values statement?

1. **Work as a team.** This ensures that other perspectives shape this process, making it better thought through. The values will also be owned by the team that have input into it. Clearer language will be another benefit, which helps with articulation and communication.
2. **Avoid pitfalls.** Don't copy the core values of another church – you aren't like them, so they won't feel you. Don't have too many core values – the difference between a value and a core value is that one is core, central, primary and essential, and the other... isn't. Have distinctive values that are truly you – not just values that any church on the planet could hold. Make sure you are choosing congregational values, and not personal preferences – otherwise, you are letting a single type of person dictate your church culture and it might not be a culture that serves your mission and vision.
3. **Consider your foundations.** Review your current (former) [mission statement](#) and [vision statements](#) and identify all keywords in them that could be possible values. This gives you a working list of elements that have already been identified as essential to your church's thinking. These possible values must be evidently present in either the mission or vision statement. If there is conflict over a value that isn't present in the mission or vision, you have a choice – is it really, really a core value and not just a preference? Or do the mission and vision need to be rewritten to incorporate it?
4. **Discuss and review.** Prioritize the list of values as a team to the core values – the non-negotiables that cannot and will not be dismissed. A good way to do this is to get individual leadership team members to do this first, then compare notes. Tally them up – what are the top ranking half a dozen?
5. **Clarify and define the core value.** Language is powerful. What you think you mean when you use a word might not be the same thing someone else hears or thinks when they encounter it. As a team, agree 'what do we really mean when we describe and define this value?'
6. **Be Wordsmiths.** Articulate each value using simple and smart phrasing. "We believe in" is a good way to start a core value statement phrase. Don't just say "we believe in the Bible" or "we believe in the works of the Holy Spirit". Explain what you mean, and why it is important. Be creative. 'We believe in excellence' is one way of saying it, but you could also say 'We reject mediocrity'. Then unpack it with a sentence to capture its heart and show why your value is *valuable*! Don't use a paragraph when a sentence will do!
7. **Speak plainly.** Don't use Christian jargon or theological terms. If a twelve-year-old, a new Christian, or a non-christian wouldn't understand it, you need to simplify it.
8. **Get the majority buy-in.** You might not get everyone to like what you come up with, but if you get the majority of those involved in the process, that will be key to ensuring the core values statement has sufficient backing to be accepted across the church.

What is Intentional Culture?

Think of it this way: an individual plant – a tree, flower, or vegetable – is a value. But a collection of plants together – a garden – is a culture. The garden, or culture, has a specific purpose. Perhaps it's a flower garden, or a vegetable patch, or an orchard. But there is hopefully a purpose for the garden's existence, whether that is for viewing pleasure for people or to provide food. How is a garden's purpose determined? By the vision of the gardener. Therefore, a church vision has to be clear in order to determine what church culture change – and therefore, what values – is necessary to see the vision fulfilled.

The church culture answers the key question 'what is the church growing?' Values are the seeds of culture and reveal what we believe to be right, good and best. They give us a framework for making decisions and choosing what is important. We can have any number of values related to any subject, but values are only true values if they manifest through action – otherwise, they are simply opinions or convictions. The sum total of all our values amalgamated together creates culture. [Church culture](#) change depends on determining our values and reinforcing them to shape what people consider to be important.

A church with an intentional culture determines to proactively develop and cultivate these values in the lives of the people, knowing that they will manifest in actions that become the church 'normal'. This standard will determine whether the vision can happen, or if it is just a pipe-dream.

Why is Intentional Culture important?

It leads to people thinking and acting naturally and collectively in a way that contributes towards the vision.

What does healthy Intentional Culture bring to a church?

1. It increases the momentum of the mission.
2. It makes or breaks the success of the vision.
3. It influences overall beliefs, and therefore behavior, in the church
4. It prompts healthy church culture change in how the church structure works top to bottom.
5. It brings internal focus and depth to the church's strategic plan.
6. Church culture needs to be created intentionally because it provides parameters of assessment during [ministry review and evaluation](#).

What happens if Intentional Culture is lacking?

An unhealthy culture means dominant values, beliefs, preferences, attitudes, practices and behaviors characterize the church that may be counter-productive to the vision, or even actively work against it.

What helps develop Intentional Church Culture Change?

- [Essential core values / desired culture](#) identified using the vision as the yardstick.
- A clear [core values statement](#), separate from a [doctrine statement or statement of faith](#).
- Plans of action in place for each value to reinforce or grow positive cultures and uproot negative cultures.
- Plans of action for turning each value from belief to behavior across every area of the church.

Key Questions

How healthy is the Intentional Culture of your church?

Is it intentional, as in, a deliberate and methodical process to take the mission and vision and make them practical both individually and corporately?

Is it cultural, as in, proactively training people not just what actions to live out, but also why those actions are fundamental to success?