

All Peoples Church

Staff & Leadership Development Visioning Consultation

Why John A. Holm, Consultant?

John has served as a dynamic and passionate Senior Pastor within the ELCA for 33 years, including consulting with hundreds of churches across the U.S. for the last 15 years. He is sought out for his supportive and collaborative approach to mission and ministry and to the work of mission development and visioning that engages teams. John has consulted with churches in many different contexts providing assessment, visioning, organizational development, conflict management, leadership development, and professional coaching. He has worked with small family size churches to large mega churches all across America.

John excels in assessing the adaptive issues facing leaders and organizations and providing the facilitation and coaching needed to navigate them for missional success. His leadership experience includes leading congregations through major organizational restructuring, building and stewardship projects, visioning and strategic planning. John's passion and vision is to come alongside congregations and church leaders to support, equip and develop them and their ministries based on their unique settings, callings, and giftedness that each congregation has been given by God.

John has his undergraduate degree in Education from the University of Wisconsin – Stout, his Master of Divinity degree from the Lutheran School of Theology at Chicago, and completion of post-graduate education through the Beeson Institute for Advanced Church Leadership at Asbury Theological Seminary.

Approach

Some consultants come in, do assessment, and then provide a plan for a church to execute. This is called Directive Consulting. John Holm Consulting utilizes a much different approach: Process Consulting. The mission of John Holm Consulting is to come alongside others *to develop and equip individuals and organizations to be who God created them to be*. John begins with the reality that he is not the expert in your church, the leaders and members are the experts in their local church. They are experts regarding its unique culture, history, passions, giftedness, and its hopes and dreams for making a missional impact for God. John provides facilitation and processes that invite the staff and leaders to engage around the right conversations so that the members and leaders can make decisions that are in alignment with the uniqueness of each congregation and their context. Along the way, John will provide staff and leadership development as well as sharing the vast knowledge of best practices in churches today.

Purpose / Scope

PROJECT PLAN

SCOPE SUMMARY

All Peoples Church has a rich history of ministry and mission impact in individual's lives and in the local community. But the world is never static. It ebbs and flows and changes in many and various ways. This is true for local churches as well. Even over the last 5 years much has changed in the world. Politically, we are more divided than ever. Economically, the gap between the wealthy and all others has greatly widened. Covid-19 has impacted every aspect of people's lives, including education, work, leisure, and of course the mission and ministries of the church. In addition to that, All Peoples Church has experienced the arrival of a new Pastor as well as new members. With all this change happening inside and outside the church, it is important to take intentional time to discover anew the unique identity and mission of the church. It is time to explore how we do church in a pandemic that seems to not be going away any time soon. It is time to explore what it means to be a church leader

and a church member in 2022 and beyond. It is time to articulate the vision, mission, and strategic priorities.

Thus, the scope of this project will include four phases and ongoing support:

- 1. Initial Staff and Leadership Development Phase**
- 2. Orientation and Advanced Information Phase**
- 3. Discovery Phase**
- 4. Visioning Phase**
- 5. Ongoing Coaching for Pastor Lindsey**

APPROACH DETAIL

1. Initial Staff and Leadership Development Phase

a. Staff Development:

- i. Assessment:** Jim Collins, in his book *Good to Great*, introduced the concept: *First who, then what*. His premise was that great organizations start with understanding who we have on the team, before creating strategies. There are many good assessment tools for staff. The foundation of this process is the assessment known as Clifton Strengths (formally known as Clifton StrengthsFinder). The church would purchase the book: StrengthsFinder 2.0 (approximately \$29.45) for each staff member to be included in the Staffing Assessment. There is a unique code in the back of the book to take the Clifton Strengths assessment. All results would then be forwarded to the consultant.
- ii. 1/2-Day Staff Strengths Workshop:** The Staff Strengths Workshop process has taken the strengths-based approach to a new level of understanding and insight. Combining the results of the Clifton StrengthsFinder® assessment with appreciative processes gives individuals and teams the tools to understand their personal and collective strengths, a positive language to describe themselves and others, and a

framework in which to use their strengths to create success. This workshop is an important part of the process as it creates a foundation for potential new strategies, based on who the church has in staff leadership.

- b. 1/2-Day Leadership Development Workshop:** If the only tool in your toolbox is a hammer, everything looks like a nail. Each situation that a leader encounters is unique. Using the same leadership approach/mode to every problem does not work. This workshop will introduce the three main leadership modes: Tactical, Strategic, and Adaptive. We will explore each of these modes, how to define the issues that leaders encounter, and how leaders lead in each. The concepts and tools, and all materials will be given to the participants for their own growth and for team development. This workshop lays the foundation for the rest of the Visioning Process.

2. Orientation & Advanced Information: In preparation for the Discovery and Visioning Phases, the church will provide the consultant with the following information:

- a. Summary of membership/worship attendance trends for the last 5 years
- b. A brief history of the church
- c. A summary of the most successful ministry at your church today
- d. Age demographics of members
- e. The Pastor's personal vision for the church (no more than one page)
- f. A summary of financial information and 5-year giving trends, including grants, capital campaigns, etc.
- g. A summary of any previous strategic plans, with an update on their status

3. Discovery Phase

a. Custom Congregational Survey

Surveying the members and attenders of the church is an important step in beginning to discover the strengths and growth areas within the congregation. Assessing a congregation's health must go deeper and wider than attendance and income. A quality survey will give quantitative data showing what members feel and how they experience the church.

All Peoples Church is a unique church. Thus, it is best to create a custom survey to explore the strengths and weaknesses present in the church. The consultant will work with Pastor Lindsey and the leadership of the church to create a custom survey that will explore the present realities in the church. This will be an online quantitative survey given to all members and attenders of the church, ages 15 and up. Paper surveys will be provided for those who need them.

b. Demographic and Ethnographic Study. Demography is the statistical study of human populations. Demographic data describes the characteristics of populations for a given geographic area. The data most often includes population, ethnicity, income, growth rates and other useful information. The data and the growth rates describe the present characteristics and the likely characteristics moving into the future. The demographic trends are projected out 5 years. “Ethos” comes from a Greek word and refers to the essential spirit and fundamental character of a group of people which is comprised of similar beliefs, attitudes and concerns. This section of the report provides the ethnographic information, which in conjunction with the demographic data, may be helpful in the planning process. This study can be done by radius around the church or by zip codes.

c. Focus Groups and Interviews

- i. Internal Focus Groups:** The consultant will conduct a total of 4 focus group meetings. These would occur after the congregational survey has been completed and the consultant has the survey results. Each focus group will consist of approximately 6-8 people and each group will have a particular “focus” (e.g., young parents, newcomers, lay leaders, long-term members, etc.). Focus groups typically last 50 minutes. Focus groups provide qualitative data (stories and experiences) that the quantitative data of the survey can only point to. The consultant will also conduct a one-on-one interview with Pastor Lindsey.
- ii. External Focus Groups:** The consultant will provide instructions and training for the church leadership to conduct 2 External Focus Groups.

These will provide valuable input that goes beyond what a demographic study can provide.

1. **Social Service/Not-for Profit Focus Group:** This may include United Way, Salvation Army, Principals of Schools, and other not-for profit organizations)
2. **Business and Commercial Representatives:** This may include local business owners, small business owners, realtors, etc.)

d. Discovery Report

As can be seen above, the Discovery Process looks at congregational input through a quantitative survey and qualitative focus groups, demographic data and trends in the community around the church (the mission field), and individual staff and team strengths assessment. These do not stand apart from one another. They relate to one another to help discover the culture, strengths, growth areas, and opportunities that are unique to All Peoples Church. In this comprehensive report, the consultant will articulate how these relate to one another to create who All Peoples is today. The consultant will explore some of the strengths that need to be fully understood and built upon as well as some of the key areas of growth that, if invested in, may help propel the mission and ministries of All Peoples forward.

4. Visioning Phase: Three Visioning Retreats with Senior Staff, Council and Key Lay Leaders.

These are weekend retreats (Friday 6 - 9 PM and Saturday 9 AM - 4 PM). The retreats are highly interactive, with a combination of education and discovery, small group breakouts, and large group discussions. Each retreat builds on the work completed from the previous retreat. Each retreat will also include time for leadership development, including team building, and conflict management.

a. Retreat 1: *Articulating Identity and Purpose*

Each church is unique, yet most churches fail to articulate their own uniqueness, both the strengths and the challenges for growth. It is important for the leadership as well as the members to have a unified understanding of

identity and purpose that is specific to All Peoples. The consultant will teach, lead, facilitate, share examples from other churches, and build consensus around your uniqueness. We will typically cover the following items in this first retreat:

- Discovery Phase review and debrief
- Core Values discovery, reaffirmation, and articulation
- Mission clarity
- S.W.O.T analysis (Strengths, weakness, Opportunities, Threats)

b. Retreat 2: *Strategic Focus for Mission and Ministries*

Once we have a collective understanding of the current realities, and the correct frame or lenses for viewing these realities, we begin to move into a process of refocusing for the future. Too many churches, no matter their size, try to do everything. They become “a mile-wide and an inch-deep”. In this second retreat, the focus is on the future. We will seek to have a laser-like focus on the specific areas that build on the unique identity, purpose, and context of All Peoples. We will address the following:

- Macro-cultural trends impacting ministry context
- Visioning a desired future
- Strategic Priorities for the future

c. Retreat 3: *Strategic Planning for Mission and Ministry Impact*

Mission and value statements are essential. Understanding context is important. Having laser-like strategic areas of focus is critical. These are foundational. The next step is to put time-sensitive and measurable goals and action steps to all of these. Teams must be developed that are ready to implement the plans that have been made. This retreat will provide a format and process for strategic planning and implementation:

- Setting Measurable goals for the Strategic Areas of Focus
- Creating benchmarks, and measurable actions steps for implementation by teams

3. Ongoing Coaching for Pastor Lindsey: 10 One-hour Sessions

- Being in the role of pastor during an intentional development and visioning process is daunting. Managing the ongoing duties of a pastor while also overseeing a process of assessment, evaluation, visioning, and implementation is formidable. Thus, the consultant will provide 10 one-hour coaching session throughout the process. This does not include the time that the consultant gives to developing the custom survey, which is accounted for above.

POTENTIAL TIMING

1. Initial Staff and Leadership Development Phase

- a. Staff Strengths Profiles to the consultant: **No later than February 28th**
- b. Leadership Development Workshop for staff and lay leaders: **March 19th (am only)**
- c. Staff Strengths Workshop: **March 19th (afternoon)**

2. Orientation and Advanced Information Phase

- a. All items in one Word document to the consultant: **March 21st**

3. Discovery Phase

- a. Custom Survey Open for Membership: **March 6th – 20th**
- b. Demographic Study ordered by consultant: **March 21st**
- c. Internal Focus Groups: **TBD**
- d. External Focus Group Training: **TBD**
- e. External Focus Groups: **TBD**
- f. Discovery Report delivered by the consultant: **No later than April 13th**

4. Visioning Phase

- a. Retreat #1: **April 29th – 30th**
- b. Retreat #2: **June 3rd – 4th**
- c. Retreat #3: **September 30th – October 1st**

5. Ongoing Coaching for Pastor Lindsey: **Beginning February 2022**

CONTRACT TERMS

This Consulting Contract is being entered into by All Peoples Church (“Client”) and John Holm Consulting (“Consultant”) this 14th day of January, 2022.

1. Consulting Services.

Consultant will provide services to the Client as set forth in the above-attached Project Plan. The Parties may agree on additional services or tasks that are to be performed under this Agreement. Any change in services and/or compensation, or the term of this Agreement **must** be in writing and signed by both parties.

2. Compensation and Payment Terms

This project is a total fixed cost of \$16,000. This is a 25% discount from standard rates. This includes all aspects of the statement of work outlined above.

Invoices are issued on the following schedule:

- \$2,000 upon signing the contract
- \$4,000 upon delivery of the Discovery Report
- \$10,000 upon the church receiving the Siebert Grant funds (expected in October 2022)*

**The consultant normally invoices as the individual elements of each phase are completed. Under the special circumstances related to the Siebert grant application, approval, and distribution of the funds, John Holm Consulting is waving the standard timing and is willing to delay the invoicing of the bulk of the work until the church receives the funds. This is done at substantial risk to the consultant since over 80% of the work will have been delivered by the consultant prior to the grant being approved.*

There are no expenses for this contract since the consultant, John A. Holm is local.

Payments are due within 30 days of invoice date. All past due payments shall, beginning with the tenth (10th) day following the due date of such payment, bear interest at the rate of

eight (8%) percent per annum.

3. Termination.

This Agreement may be terminated by either party upon written notice if the other party breaches any of its obligations hereunder and the breaching party fails to cure such breach within thirty (30) days after receipt of notice of such breach.

- a. Notwithstanding the above, Consultant shall have the right to immediately terminate this Agreement for cause. For purposes of clarity, “for cause” shall include, but not limited to, i) breach of a material term of the Agreement or ii) in the event Client breaches the Confidentiality provision set forth in this agreement.

If Consultant terminates this Agreement, whether or not for cause, Client shall pay the remaining pro-rata amount of the fixed costs and any of Consultant’s incurred expenses up to the date of termination.

If Client terminates this Agreement, whether or not for cause, Consultant shall refund the pro-rata amount of any pre-paid fixed fee.

4. Christian Conflict Resolution.

The parties to this agreement are Christians and believe that the Bible commands them to make every effort to live at peace and to resolve disputes with each other in private or within the Christian church (see Matthew 18:15-20; 1 Corinthians 6:1-8). Therefore, the parties agree that any claim or dispute arising from or related to this agreement shall be settled by biblically-based mediation and, if necessary, legally binding arbitration in accordance with the Rules of Procedure for Christian Conciliation of the Institute for Christian Conciliation (complete text of the Rules is available at www.iccpeace.com or by contacting ICC PEACE at info@iccpeace.com). Judgment upon an arbitration decision may be entered in any court otherwise having jurisdiction. The parties understand that these methods shall be the sole remedy for any controversy or claim arising out of this agreement and expressly waive their right to jury and their right to file a lawsuit in any civil court against one another for such disputes, except to enforce an arbitration decision. The

parties agree to use Wisconsin law as its choice of law and Milwaukee County, Wisconsin as its choice of venue for any dispute relating to this legal representation. The parties also understand that these methods shall be the sole remedy for any controversy or claim arising out of this agreement and expressly waive their right to file a lawsuit in any civil court against one another for such disputes, except to enforce an arbitration decision. In that case, judgment upon an arbitration award may be entered by any court having competent jurisdiction, in conformity with the laws of the State of Wisconsin.

5. Confidentiality Agreement.

Except as is otherwise permitted under this Agreement, both parties shall maintain as confidential and shall not disclose (except for those employees, attorneys, accountants, and other advisors of the recipient and its affiliates who need to know such information) copy, or use for purposes other than the performance of this Agreement, any information provided to a party by the other party to this Agreement which related to the other party's personal information and affairs, business information and affairs, and each agrees to protect that Confidential Information with the same degree of care a prudent person would exercise to protect its own confidential information and to prevent the unauthorized, negligent, or inadvertent use, disclosure, or publication thereof.

6. Notices.

This Agreement shall be in writing and shall be deemed to have been duly given and delivered when delivered in person, two (2) days after being mailed postage prepaid by certified or registered mail with return receipt requested, or when delivered by overnight delivery service or by electronic mail to the recipient at the following electronic mail address:

If to the Client:

Pastor Lindsey Beukelman

All Peoples Church

2600 N 2nd Street

Milwaukee, WI 53212

pastorlindsey@allpeoplesgathering.org

If to the Consultant:

John A. Holm

John Holm Consulting, LLC

1660 N. Prospect Ave., Unit 2211

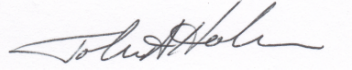
Milwaukee, WI 53202

john@johnholmconsulting.com

7. Entire Agreement.

With respect to its subject matter, this Agreement and its Exhibits constitute the entire understanding of the parties superseding all prior agreements, understandings, negotiations, and discussions between them whether written or oral, and there are no other understandings, representations, warranties, or commitments with respect thereto.

IN WITNESS WHEREOF, the parties have executed this Agreement effective as of the date first written above.

Signed:  _____

John A. Holm

John Holm Consulting, LLC
Milwaukee, WI

Date: 1/14/2022

Signed: _____

Print Name: _____

All Peoples Church
Milwaukee, WI

Date: _____