



The Report from the

Issachar Implementation Committee

for the

2019 District Conference

May 2019

Date: April 2019

Issachar Implementation Committee (IIC):

Jason Fan
Lorne Fredlund, Chair
Cyndy Ingram
Terry Mochar
Wayne Regehr
Karen Schenk



IIC Report for WCD District Conference May/June 2019

Introduction

The Issachar Project was initiated by the WCD DEXCOM in March 2017 and completed under the leadership of Terry Mochar and an Issachar Steering Committee in September 2018. The DEXCOM then undertook a detailed review of the Issachar Report at the October meetings of DEXCOM. The review of the Issachar Report at the October DEXCOM meetings was a very memorable event with a profound sense that the report formed the background for a new understanding of our times, and recommendations for how we should consider moving forward. It was an invaluable assessment that Terry Mochar undertook, and it has provided a good framework for a fresh look at possibilities of 'where *to from here*'.

After Brent carried out all his duties following Dexcom and Prayer Retreat for the District in the fall 2018, he embarked on establishing an Issachar Implementation Committee (IIC) which had been authorized by DEXCOM at the October meetings. Brent approached Terry and Lorne Fredlund to be on the team and to choose a number of other members to be on the team. That was completed in early January. The members of the IIC are:

- Cindy Ingram (on staff at Foothills Alliance)
- Jason Fan (Lead Pastor (joint role) at Calgary Chinese Alliance)
- Wayne Regehr (Executive Pastor at Sherwood Park Alliance)
- Karen Schenk (our Communications Coordinator - President of Iconium Media)
- Terry Mochar (CEO of Worldplay)
- Lorne Fredlund (former Executive Pastor at RockPointe), Chair of IIC
- Brent Trask (District Superintendent)

It needs stating that all of us working on the IIC consider it a huge responsibility but also a great delight to be at the table to have input and provide leadership on how to process the findings, observations and recommendations and how to move forward. We have humbly sought the leading of the Spirit in all aspects of our work and are very conscious of how the Spirit informs our pathways forward. May the Father's favor be upon us all.



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Accomplishments

The team met for the first time on January 12/13 for a 24-hour meeting to develop relationships, understand the scope of work to be undertaken, and to initiate a communications strategy for '**revealing Issachar**' to our churches in Alberta. Our second meeting was a ½ day meeting on Feb 12th in Calgary and we have met once a month since then. Much has been accomplished.

In general, we have developed two critical frameworks for moving forward, namely,

1. A communications strategy and plan for '**revealing Issachar**' to the WCD constituency up through the District Conference at the end of May, and
2. Secondly, grouping all the Issachar recommendations and observations into 8 cohesive operational initiatives to be undertaken over the next 12-36 months.

In particular, let me describe the details of the above 2 major accomplishments and the progress made on each of these initiatives.

Communications Strategy

1. Iconium Media, in concert with the IIC, developed our Communications strategy, called **Issachar Revealed**.
2. We signed a contract with Iconium Media to produce all communications about **The Issachar Reveal**.
3. We have signed a contract with **Worldplay** to use their **Vidflex** technology to deliver much of the communication about **The Issachar Reveal**.
4. Most of the video presentations and bumper videos featuring Brent and Terry have been recorded, edited and processed for release according to a defined schedule. The final episodes, including the Intro and Closure segments, hosted by Neil Truong and Rebecca Trask were recorded in anticipation of the release of each Issachar video.
5. In addition, other media segments were prepared for Social Media ads, Newsletters, and Social Media Posts, released in a weekly cadence.
6. Feedback has indicated that the Communications Plan was successful in communicating the learning's of the Issachar Project, and that District Conference will provide a place for unpacking "**where to from here**", and how we are proceeding forward.



Issachar Initiatives

1. **Grouping of recommendations** - We carefully assessed each of the 30+ recommendations and grouped them into cohesive initiatives that allowed us to move the recommendations forward. We called this the ***Functional Discretization*** of the Issachar Report.
2. **Initiative terms of reference** - For each Initiative, we have developed a Terms of Reference for the Initiative, which identifies purpose, scope of work (recommendations and issues to be addressed), pre-requisites & sequencing, and timing/scheduling considerations. This was a considerable amount of work; however, it has been invaluable in being able to plan the sequence of work to be completed, and the key steps for each initiative.
3. **8 Initiatives** - Following is a list of the 8 initiatives, namely,
 - i. Thought Leadership and Development (understanding our times)
 - ii. Strategic planning & leadership/Operational framework (dashboard)
 - iii. Digital and IT Infrastructure
 - a) Digital Strategy Platform
 - b) Technology Infrastructure & Platform Support
 - iv. Communications Strategy to *manage ongoing WCD communications*
 - v. Leadership Development Strategy
 - vi. Restructuring
 - vii. Asset Development and Management
 - viii. Canadian Global Missions
4. **Timeline** - We then developed an Issachar Project Gantt chart showing key steps for each initiative, and when the work will be undertaken for each initiative.



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5. **Organizational Structure** - We have also done considerable work on a new organizational framework for the District Office. It incorporates underlying design principles that we think are critical for the new organization to deliver the work and strategic movements forward. The WCD operations will be centered in three core processes with a Division Leader to champion each of the three areas. These three core processes are Office Operations, Field Operations and Strategic Initiatives (spiritual renewal, making disciples, and missions – local and global). Each division will place high value on being ‘thought leaders’ in their areas in a way which maximizes benefit to the local churches and catalyzes the Strategic Initiatives of spiritual renewal, making disciples, and missions (local and global).

6. **Discussions with Staff** – The proposed new structure has been approved by DEXCOM and has been discussed with staff so they are aware of the how we will be proceeding forward. Some areas will involve further discussion.

7. **Recruiting Division Leaders** - We are currently in the process of filling the division leader positions for Office Operations and Strategic Initiatives, who will in turn begin to reorganize and implement processes/systems to address the recommendations and changes focused in these two areas. The plan is to have these division champions in place by District Conference.

8. **Field Operations Division Leader** - As the report points to new opportunities for the Field Operations area, work is being done to finalize a go-forward strategy to bring clarity on how to organize for impact and how to actualize these new opportunities. In particular, we believe the focus for Field Operations going forward will be in the areas of catalyzing the strategic Initiatives (spiritual renewal, making disciples, and missions – local and global), member care, and various regulatory functions called for by our C&MA Local Church constitution, etc.

9. **Digital Strategy** - We have developed a Terms of Reference for a significantly enhanced Digital Strategy overseen by a Communications Director. One element of the Digital Strategy is to provide a framework for local churches to establish robust websites which create a ‘pull vs. push’ philosophy for interacting with the public’s we try to impact. The following high-level diagram illustrates some of those functions. Work will begin as soon as we have a Communications Director in place – planned for September.

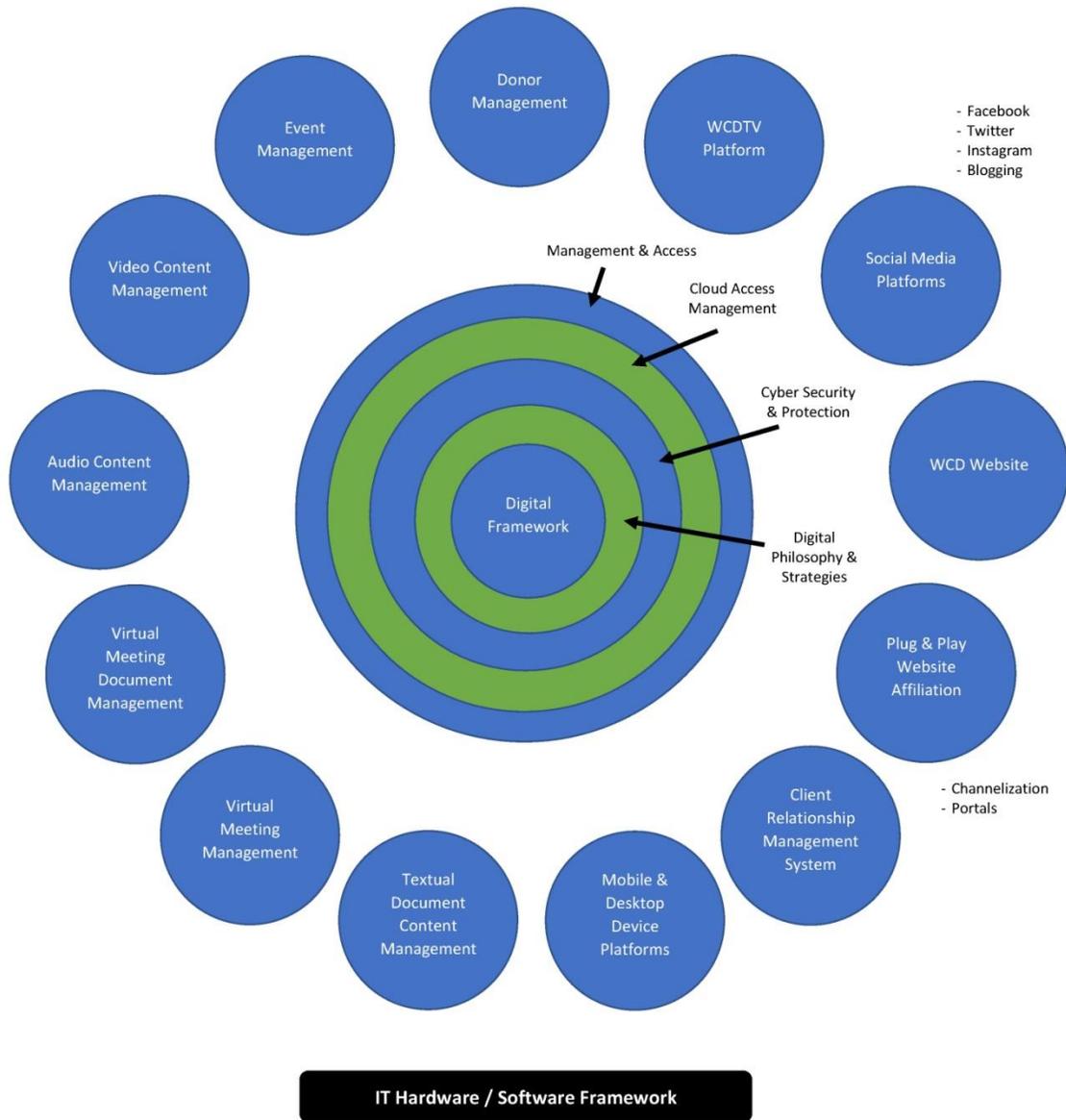


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(Digital Strategy Diagram)

THE WESTERN CANADIAN DISTRICT DIGITAL FRAMEWORK





Next Steps

Our steps moving forward over the period April through June are the following:

1. **Position Descriptions and recruitment process** – Develop position descriptions for Division Leader positions, the Communications Director and various section leaders. (NOTE: It should be noted, that this will require some increase in the WCD operating budget, but this will largely be offset by relocating some of our current budget expense categories.)
2. **Division Leader Selection** - Hold discussions with prospective candidates for the positions of Division Leader for Office Operations and Strategic Initiatives (spiritual renewal, making disciples, and missions – local and global)
3. **Strategic Initiatives Postings** – Post and acquire the leaders for the 3 areas of spiritual renewal, making disciples, and missions – local and global. This may involve some reallocation of personnel or new personnel.
4. **Communications Director** – Post and recruit a Director of Communications to develop our Digital Strategy, and coordinate WCD communications content and delivery. This will bring cohesiveness to our District communications as well as free up a number of responsibilities distributed amongst current administrative staff. In addition to a more cohesive and focused District communications, we see great opportunity for local churches to benefit from plug and play aspects of the new District Digital Strategy.
5. **Field Operations** – Develop a strategy for a refocusing Field Operations under a Division Leader as well as define a renewed delivery model that actualizes Issachar recommendations as well as increases impact and support of local churches.
6. **New Planning Process** – Work on a new planning strategy/process to lead to a simplified directional plan for the District, as well as operating plans for each of the Divisions focused on outcomes and agreed metrics, will be initiated in 2nd quarter 2020.
7. **September through December 2019** – The fall period will be focused on operationalizing many of the recommendations that are the responsibility of each of the 3 Division Leaders.



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We treasure your prayers, input and direction as we proceed with the implementation of the Issachar Report recommendations. May it be effective in attaining the directions revealed through the Issachar Report and subsequent discernment by DEXCOM and the Issachar Implementation Committee.

“The purpose of this project is to ensure the effectiveness of the Western Canadian District of the CMA in leading and serving its church leaders in ways that enable them to have the greatest kingdom impact in a post-Christian environment.”

"May the favor of the Lord rest upon us" Psalm 90:17