

Fellowship Bible Church, Searcy

Technology Strategic Plan

Robert Kennedy

University of Arkansas, ETEC 6223

Abstract

Over the course of 2 months, selected stakeholders from Fellowship Bible Church, Searcy met to develop a technology strategic plan. This included a technology vision building process, an existing technology evaluation, a needs assessment, the formation of an action plan, and the completion of an evaluation plan. Throughout the course of the strategic planning process, the stakeholders discovered several previously unseen gaps and needs. All in attendance were able to work through the processes and exercises to develop projects that would increase efficient and effective use of existing systems while planning for the future needs of an upcoming renovation and relocation. The following strategic plan describes any and all associated impacts for each identified project in the area of hardware/software acquisition, staff development, facilities and maintenance, and financials. A high-level recommended timeline with evaluation points was also developed to guide the implementation of the 10 identified projects.

Fellowship Bible Church, Searcy

Technology Strategic Plan

Fellowship Bible Church, Searcy is a non-profit ministry in Searcy, AR. The organization consists of approximately 700-800 regular attendees with a staff of 10 full-time and part-time employees. Most of the service roles consist of volunteers (class leaders, small group leaders, ushers, greeters, audio/visual, parking coordination, etc.). The number of volunteers fluctuates throughout the year depending on need but currently sits around 460. This includes crossover (people volunteering in multiple positions), but it requires approximately 460 volunteer positions.

The primary reason this site was chosen is because this organization is in the process of a construction/remodel project. They have recently purchased an old factory with the goal to repurpose the space for their future home and ministry purposes. A goal of this project is to setup the new facility for success from the beginning. The timing of this project is perfect for the organization to consider technology needs since additional hardware/software/resources will need to be purchased or installed for the construction project.

This project is meant to encourage the stakeholders to think about the strategic use of technology for the organization with the expected implementation of 2-3 years. A project such as this has the potential to be large if the boundaries are too loose and the project adheres to a more Inspirational Model of Strategic Planning (McNamara, n.d.). There is a desire for the members to think big, but within reason. It will be advantageous to identify all the "bells and whistles" that the staff want, but also setting expectations and letting them know that this is a 3-year plan.

Technology Vision

Stakeholders

Doug Grimes. Doug is the directional leader of the church and is considered an influential stakeholder on the team. Doug has expressed an interest in this project, but his focus is not solely devoted to this project alone. He is one to embrace technology when it adds to the ministry so it is expected that he would be supportive of technological additions.

Katelyn Tolle. Katelyn is a recent addition to the ministry staff as the Children's Ministry Director but one that will be implementing several changes in the children's ministry area. One of her largest responsibilities is to coordinate all the volunteer children's leaders for multiple services. Anything that can help her be more efficient and effective in this area will be welcomed.

Tyler Blackburn. As the Equipping Pastor, Tyler is always looking for ways to increase efficiency at the church. Whether that is to increase efficiencies in communication or administration. His interest in this project would be high. He is also not an opponent of technology if it is beneficial.

Dane Joneshill. Dane is mainly focused on his task of leading worship. Additional technology in the area of worship and teaching, in Dane's view, increases the chances of something breaking or going wrong. Therefore, the simpler the service, the better. If we have what we need in the area of technology to run the services each Sunday, Dane is satisfied. A goal with Dane is to find proper balance; just enough infusion of technology to enhance the service but not so much that it becomes a distraction.

Chris Massey. Chris is one of the stakeholders that could benefit most from a technology strategic planning project. As the Pastor of Church Ministries, he oversees most of the volunteer positions and shepherding several of the ministries. This project has the potential to simplify his tasks. He is great at including and adapting to technology when it's introduced.

Amy Kennedy. Amy has been a church member for 18 years, and as such, provides an interesting perspective on what has worked over the years and what has not worked. She is not one to champion technology for the sake of technology. If done well, she may not recognize that technology is involved, but she is quick to point out when something is not working.

Vision

The process to develop a vision statement for the church started out with the development of supporting documents for a vision meeting. An agenda was developed. A PowerPoint presentation was built. And a vision building exercise was designed. The original plan was to lead the stakeholders in an illustration exercise (Burke, 2008) to have them draw what they thought the church represented today and then draw what they hope the church would be 3 years from now. The idea was to take that future vision image and convert that into a vision statement.

The weekend prior to meeting with the stakeholders, it was discovered that the church did have an existing vision statement. This forced a change; instead of developing a vision statement, the stakeholders would review the existing vision statement, which is:

“ADVANCING THE KINGDOM OF GOD IN SEARCY AND AROUND THE
WORLD.”

This read as a strong, open-ended vision statement, and improving on it amounted to time wasted, so, it was kept. Since there was no need to create a vision statement as the result of an

illustration exercise, the idea of a creating a “mini-” or “sub-” vision statement for the purposes of this project started to become the driving goal.

Material had been created to discuss the differences between vision and mission statements and included good, bad, and ugly examples of vision statements. Even though an existing vision statement was provided, the stakeholders wanted to review the examples. This resulted in a good exercise of enforcing the structure and syntax of a good statement and gave the stakeholders more confidence in theirs. It was suggested that the vision statement be displayed or communicated as prominently as the mission statement.

Instead of doing the illustration exercise, a vision building/evaluation exercise was conducted wherein a stack of index cards was distributed, and the stakeholders were asked to capture their biggest complaints about the church. Complaints they had or had received by others in the church. Each complaint would go on a single index card. The index cards (26 total and displayed in [Table 1](#) in the [Appendices section](#) of this document) were collected, mixed up and passed back out to the stakeholders to be reviewed as a group. The next 45 minutes were spent discussing each complaint and what it might look like to resolve that complaint. This helped all the stakeholders establish a baseline understanding of existing issues. Most of the items discussed resulted in ways in which technology could potentially help address the concerns.

At the end of the meeting, next steps were discussed. One of these next steps was to take the items discussed and sum them up to create a technology vision statement. This technology specific vision statement will be used to keep the discussions related to just the subject of technology and no other issues identified by the stakeholders.

After working to construct a technology specific vision statement, the following was created:

“USING TECHNOLOGY TO SERVE AND CONNECT THE CHURCH WITH OUR COMMUNITY AND THE WORLD.”

The formation of this vision statement is from synthesizing all items discussed in the vision meeting and seeking to use technology to solve for those items. An effort was made to ensure this technology specific vision statement points to and supports the organization’s existing vision statement. The idea is that technology is just a tool that will be used to serve the church and to connect the church, not just to each other, but the local community and the rest of the world. This will be the strategic planning team’s North Star, or to put it in a Biblical perspective, our Star of Bethlehem, guiding our journey through the night. Or rather, guiding our technology strategic planning project during the inevitable long meetings.

Long Term Needs

Originally, the thought was to complete a strategic plan for the technology for all areas of the church for all ministries. Then, after much thought, it was determined that would be a rather large undertaking and needed to be trimmed down. The group settled on focusing on technology related to making sure Sunday Morning service is successful. This includes Frontlines (volunteers), Children's Ministry, and Worship and Teaching.

The church is currently utilizing some technology in these areas (which will be explored in the Tech Evaluation), but there are underutilized components of some of the technology that can be deployed to increase efficiencies. One of these existing pieces of software is a service called Planning Center. This is a common service used by many churches to maintain and manage accounts, groups, people, registrations, and services. Planning Center is not currently

being fully utilized and presents an opportunity to increase communication efficiencies among church volunteers. This would be greatly beneficial to the Frontlines, Children's Ministry and Worship Team volunteers, not to mention relieving a burden on the directors of these ministries.

Other long-term needs for technology inclusion include additional technology resources being acquired for Children's Ministry, Frontlines, and Worship/Teaching, installing automation services for facility management, and additional staff and volunteer training to take full advantage of the new and existing technologies. The time savings alone from implementing several of these solutions will free up the staff to focus on other ministry related activities, i.e. advancing their vision and mission.

Technology Evaluation

On October 15, 2019, a Technology Evaluation meeting was conducted at Fellowship Bible Church, Searcy. The purpose of this meeting was to ascertain a starting point for the Technology Strategic Planning project being conducted. Until a proper evaluation of Fellowship's current technological standing occurred, there was no way to determine what needed to be done to get to where Fellowship wanted to be.

The focus of the evaluation was to determine what existing technology was used and the staff's confidence in their ability to use this technology. This evaluation took place across several medium. The in-person meeting consisted of a S.W.O.T. analysis to determine the staff and church member's current attitudes surrounding their existing strengths, weaknesses, opportunities, and threats and how technology could assist them in those areas. Other avenues of data collection consisted of a survey sent to the staff and a technology resource inventory. Each of the different avenues will be discussed in more detail later.

Questions Asked

S.W.O.T. During the S.W.O.T. analysis (Mind Tools Content Team, n.d.), the stakeholders were presented with questions outlined in [Table 2](#) in the [Appendices section](#) of this document. This session produced a large response, and all took part. Initial concerns about barriers with this included respondent not being as forthcoming in a group setting, but that concern was put to rest and all were very open and honest.

Survey. The next method of data collection about the current state of technology and the staff's use of technology included a survey. The question asked during this survey can be found in [Table 3](#) in the [Appendices section](#) of this document. Barriers or obstacles experienced with the survey included respondents not responding to the survey.

Existing Records. To determine the church's existing technology resources, a spreadsheet was acquired wherein the organization's staff had attempted to document all existing technological and facility resources. One of the barriers of this would be incomplete or outdated data.

Data Gathered

The specific data sources for data collection included the following:

- Staff members
- Ministry directors
- Church members
- Existing records
- Visual observations

The instruments and tools used to collect responses consisted of the following:

- S.W.O.T analysis

- Gathering existing records
- Survey
- Individual interviews

S.W.O.T. Analysis. A goal of conducting the S.W.O.T. analysis with the group was to confirm that all stakeholders were aligned on the current state. Presentation resources were developed to review vision and discuss the topic of S.W.O.T. After reviewing, the meeting transitioned into discussing the S.W.O.T. analysis and its purpose. The desire was for all stakeholders to submit Strengths, Weaknesses, Opportunities, and Threats in real time, and to do so via technology. This was for 2 reasons: 1) to make sure all of the items were captured in an electronic format and 2) to force the stakeholder to start getting used to using technology for these types of activities. The tool that is used to track the project, FreedCamp, was used to collect the responses via the Discussion board component. Threads were created for each aspect of the S.W.O.T. and this allowed each of the users, in real-time, to comment on the thread. For example, each strength identified by a stakeholder would be submitted as a comment to the thread. Stakeholders could then "like" or comment on each submission. The group then discussed each comment in more detail to gain consensus. This meeting resulted in all in attendance developing a common baseline of where the organization is starting and a few opportunities to on the horizon.

Survey. The survey was generated using the Survey Monkey tool online. The desire was to look at all the questions from the Evaluation Matrix – with Questions document ([Table 4](#) in the [Appendices section](#) of this document) and determine what questions were common across all ministries. Even though the questions were common, it was expected that individual responses

would vary greatly. Once built, the online survey invitation was sent to all stakeholders at Fellowship.

As mentioned earlier, one of the barriers was the possibility that not all respondents would respond to the survey. One of the features of MailChimp is the ability to automatically send a follow-up email X number of days after the initial invite. The system was configured to send the follow-up email 4 days after the initial contact. The response rate (as of October 26th, 2019) was 80%. The response rate was as follows:

Activity	Response Rate
10/19/2019 – Initial Invite	20%
10/23/2019 – Follow-up Invite	40%
10/24/2019	20%

Automated thank you messages were sent to all that completed the survey. The results of the survey will be reviewed in a later section.

Gathering Existing Records. One of the stakeholders had started developing an inventory of existing facility and technology resources. Upon reviewing this document, it was determined that not enough information was being collected about each item. The document was redesigned to collect the missing information and redeployed it for completion.

Interviews. Several interviews were conducted with individual stakeholders. Most of these items involve specific ministry related questions that can only be answered by the individual responsible for this ministry. It did not seem appropriate to conduct these interviews with the whole team of stakeholders to respect everyone's time. These interviews have been conducted in person or via email correspondence for follow-up questions

Evaluation of Findings

Once all data gathering exercises were complete, the data was evaluated, and the results of the evaluation are below:

S.W.O.T. Analysis. For the S.W.O.T. analysis, all discussion threads were evaluated to see if a theme emerged from the responses for each section. For the Strengths, it was apparent that the stakeholders felt like Fellowship offered a diverse and authentic environment for people to come as they are and feel open to worship as they saw fit. It was also clear that Fellowship felt that one of their strengths was biblically based teaching and ministries where anyone could find ways to serve and get plugged in.

For the Weakness section, it was clear that facilities are a major concern. This was not a surprising data point since Fellowship is in the middle of remodeling a new space. Another concern was communication and the lack of a plan when it comes to technology. A surprising revelation was that one weakness discovered was “vision clarity.” One of the stakeholders missed the first meeting where we discussed vision and mission and, when prompted, could not articulate the Fellowship vision statement. As frustrating as that was, it proved to be a very valuable result of the S.W.O.T. analysis.

For the Opportunities, most of the responses point to the inclusion of technology to engage, communicate, and serve the church and the community. This helped to further support the vision for this project: “Use technology to connect and serve the church with the community and the world.” Other opportunities included the ability to do more with the new, upcoming space and how it could be utilized to further serve the community. But, as stated, most of it was related to the untapped potential in technological resources.

For the Threats section, a common thread started to emerge. As much as the stakeholders wanted to start to further develop the use of technology, they did not want it to go so far that it would cheapen the authentic connection that the church sees as a strength. They did not want the church to be so “virtual” or “technologically connected” that people would choose not to become involved and would detach. The thought of providing too many “trendy” things and doing those things just to do it was also an item they wanted to make sure was captured. Another item that came up consistently was security: physical and technological.

The S.W.O.T analysis provided some items that were surprising and some items that were expected. This process resulted in being a good exercise for the stakeholders and the feeling at the end of the meeting was positive.

Survey. Some of the most intriguing information came out of the survey. One data point that was surprising was the “what is your budget for technology?” question. Almost everyone said, “We don’t have one.” With one respondent saying, “Don’t have one specifically, coming out of this we should.” This was completely unexpected. For an organization that uses an average to above average amount of technology (hardware, software, equipment, services, etc.), there is no line item in the budget for technology related expenses. This data point was immediately flagged for follow-up and further discussion.

Another item interest was that 75% of respondents stated that they are currently limited by software used in their ministry. With one respondent stating that the software used is fine, but the lack of training is the limitation. Several of the respondents supported this result by stating that they felt like the volunteers in their given ministry were not properly trained to support their ministry. Another data point requiring addition follow-up and discussion.

And finally, it was discovered that the respondents that spent the most time planning for their ministries throughout the week spent most of their time related to communication activities: sending out reminders, confirming schedules, etc. This is an area where technology could have an enormous impact.

Existing Records. One item that became abundantly clear as a result of evaluating existing records was the lack of a hardware maintenance plan. There was no defined schedule for computer maintenance, or anything related to disaster recovery. The lack of a disaster recovery and business continuity plan was alarming and was immediately flagged for follow-up and further discussion. This proved to be one of the biggest discoveries from the existing records. There are a few things that can be done here to get the organization on a good maintenance schedule, but the biggest hurdle is to get them setup for recovery.

Interviews. This tool for gathering data helped to recognize the need for supporting technological services. What may be considered the “boring” things related to IT: network infrastructure, cloud storage, collaboration tools, etc. All the things that, if they’re working properly, are never noticed. If these technologies break, everything falls apart.

Technology Needs

After reviewing all data gathered from the evaluation phase, it was determined that the organization had the following over-arching, high-level needs:

1. The organization requires a technology solution that promotes increased communication and connection between itself and those it serves.
2. The organization requires a technology solution that includes a professionally designed network infrastructure.

3. The organization requires a technology solution that supports increased physical and network security.
4. The organization requires a technology solution that provides an education plan that supports the many volunteers in multiple positions and staff throughout the organization.

Questions Asked

As stated, these are the high-level needs and the goal of this process was to bring it down to more specific needs to be able to put in a plan. It was explained to the stakeholders that, when evaluating needs and what would help them better perform their duties, all requests should fall underneath one of these high-level requirements.

Questions asked to determine their true needs are listed in Table 5 of the Appendices section of this document.

Data Gathered

Answers were collected to the above-mentioned questions through variety of methods: surveys, interviews, and existing records.

Surveys. Surveys were used ascertain where the staff spent a majority of their time and money when it comes to preparing for Sunday Morning services. The survey was generated for the Technology Evaluation but the information it provided was able to shine a light on several needs as they relate to the overall, high-level needs. The only disadvantage of using the survey is that it is a one-way form of communication. There was no immediate follow-up when questions were answered. Granted, the answers were valuable and used as the basis for future discussion, but there was no back-and-forth.

Interviews. Interviews were used to generate a “question/answer” response setting. These were the most efficient way to answer the questions necessary. This process was done in group settings or individually. Occasionally, this occurred as a quick drop-in, seeing someone at church on Sunday, or a quick text message or email. Any form of the interview that would allow for the back-and-forth communication was able to provide answers as well as prompt additional questions when needed.

Existing Records. This was an interesting way to get the needed answers as well as provide the basis for some of the prioritization work. The existing records regarding technology used was sparse and incomplete. In this situation, it was more about what was missing in the existing records than what was present. This prompted a need for an asset management solution very similar to how many corporations and businesses manage their technology resources. This was identified early on but pushed to the forefront due to a recent incident wherein this type of solution would have saved approximately 50 hours of work researching incomplete or missing information. The results of the prioritization meeting will be discussed later, but the need for this solution resulted in one of the biggest discussion points and an overwhelming approval by all stakeholders. All because the existing records were insufficient.

Evaluation of Needs

Once all the answers were collected and analyzed, a meeting was scheduled to prioritize the needs identified. The meeting conducted had the sole purpose of developing an Action Priority Matrix (Geoghegan, 2018) and included the stakeholders with the exception of Amy Kennedy and Dane Joneshill due to scheduling conflicts.

During the prioritization meeting, the Action Priority Matrix was displayed on a screen as a quadrant. The Y axis represented the Impact the need would have from Low (LI) to High (HI).

The X axis represented the Effort involved in addressing and solving for the need from Low (LE) to High (HE). This creates four possible categories for the needs:

- Quick Wins (HI-LE)
- Major Projects (HI-HE)
- Fill Ins (LI-HE)
- Thankless Tasks (LI-HE)

Stakeholders were asked to score each need, one by one, on a scale from 1 to 10 (1 being the lowest and 10 being the highest), based on Effort and Impact. For example, a need may rank as a 4 on impact and a 7 on effort. This would classify it as a "Thankless Task." Each need was discussed by all stakeholders and a consensus for the score. This allowed the stakeholders, should they disagree on a score, the ability to speak their case. Once consensus was reached on the score, the need was placed on the Action Priority Matrix according to its Impact and Effort scores. This is how priority was established for the identified needs.

Technology Needs Conclusion

The Needs Assessment portion of the project proved to be fruitful regarding technology needed at the organization. It revealed that preconceived thoughts about what the organization needed was different than the actual need identified. In the end, the following needs were prioritized according to the Action Priority Matrix meeting:

Quick Wins (High Impact – Low Effort).

IT Assess Management Solution. This need was unanimously voted to be a very high impact win for the organization. Its high ranking is due to a recent need. Not only would it be used to track technology needs, but the solution will also be used to address facilities management and automation needs that were identified through this process.

Disaster Recovery/Business Continuity Plan. Throughout the needs gathering process it became clear that a Disaster Recovery/Business Continuity Plan did not exist for the organization. Even though the organization had experienced an event that, had a plan been in place, would have solved a lot of problems. During the Action Priority Meeting, some of the stakeholders were unaware of need. After explaining what it is and how it benefits the organization, all agreed on the importance of the need. Explaining that a proper DR/BC plan would ensure data is not lost was the key to getting the stakeholders to see a hidden need.

Children's Ministry Communication Plan. A need was identified to improve communication between the church and the families involved in the Children's Ministry. Some of the goals were to send out regular updates, develop follow-up lessons for the whole family stemming from that Sunday's lesson, and providing needed family information resources. This could be a quick win because the church has recently started utilizing a newsletter application that could be leveraged for this.

Major Project (Hight Impact – High Effort).

Planning Center Integration Training Plan. The organization already uses a tool called Planning Center but are not currently taking advantage of all the services/components they are paying for. First and foremost is that it addresses one of the organization's biggest needs, communication and connection of volunteers. This project will be to evaluate unused or underused components and develop a training plan that allows them to engage all the existing components of the system and roll it out to the staff and volunteer base.

Network Plan for the New Facility. It was determined that since it would be useless to try and develop a network plan for the existing facility, this project would focus on the new facility. This addresses the need for a professionally designed network infrastructure which

includes network storage, network availability, and network support needs regarding heavy use for 4 hours a week.

Church Mobile App – Exploratory Project. With so much going on in the next 2-3 years of this strategic plan, the idea for this project is to do the exploration necessary to determine what and how the organization would use a native mobile app to enhance communication and connectivity among the church and those it serves. The goal for this project/need is not to procure an app, but to see how the organization would use it and if it is feasible.

Fill Ins (Low Impact – Low Effort).

Transition Kid Check to Planning Center. Kid Check is the current solution used to ensure children are being checked-in to the Children’s Ministry area. This project would be to transition from that solution to Planning Center’s Check-In component. This was an interesting need that came out of discussion surrounding engaging existing Planning Center components. The idea is to eliminate additional third-party solutions to simplify technology needs and reduce costs while also continuing to improve on the need for physical security in the Children’s Ministry area.

Technology Budget. All stakeholders recognize the need to establish a technology budget but noted that the budget for the organization is from August to August each year. This year’s budget has already been defined, and, therefore, this particular project need will begin prior to next August but should not be huge project.

Internal Communication and Collaboration Tool. The need to increase communication and collaboration with staff and volunteer leaders was determined to be a need, but one that was considered low impact – low effort. However, the need still exists and will be worked in when time allows within the next 2-3-year period.

Interactive Sermon Tools/Streaming Services. The reason this need is considered low impact - low effort is because a lot of the work necessary to ensure this takes place is already being considered. One of the stakeholders is working with construction firms to ensure that our technology needs in this area are addressed in the construction plans. The idea is that, due to budget, all these needs will not be completed in Phase 1, but the infrastructure will be built to support it from day one. This is the lowest priority of all items discussed.

Thankless Tasks.

None. Fortunately, none of the needs identified fell into the Thankless Tasks category. All identified needs were able to be prioritized within the confines of this Technology Strategic Plan.

Action Plan

This Action Plan is an effort to take the earlier identified 4 high-level Technology Needs and develop a plan to determine what systems need to be implemented, what processes and procedures need to be developed, and what additional resources need to be purchased.

Identified Gaps

Over the course of this strategic planning project, a S.W.O.T. analysis was conducted to determine Fellowship Bible Church, Searcy's strengths, weaknesses, opportunities, and threats as seen by the stakeholders. It became clear that the stakeholders felt that communication and connection between each other, between the staff and members, and between the ministry leaders and volunteers was lacking and inefficient.

Another need that surfaced during the evaluation and needs assessment phase was the lack of complete records regarding technology resources. Attempts had been made to document current ministry physical resources, but the existing documentation was insufficient. This

coupled with the need for a professionally designed network pushed the need for several projects to be included in the Action Plan. This portion of the document will discuss how the following considerations will impact each project:

- Hardware/Software
- Staff Development
- Facilities/Maintenance
- Finances

Below are the projects identified and included in this Action Plan. Prioritization of these projects are the results of an Action Priority Matrix meeting with stakeholders.

Major Project (Hight Impact – High Effort).

1. Planning Center Integration Training Plan
2. Network Plan for the New Facility
3. Church Mobile App – Exploratory Project

Quick Wins (High Impact – Low Effort).

4. IT Asset Management Solution
5. Disaster Recovery/Business Continuity Plan
6. Children’s Ministry Communication Plan

Fill Ins (Low Impact – Low Effort).

7. Transition Kid Check to Planning Center
8. Technology Budget
9. Internal Communication and Collaboration Tool
10. Interactive Sermon Tools/Streaming Services

Thankless Tasks (Low Impact – High Effort).

Fortunately, none of the needs identified fell into the Thankless Tasks category.

Hardware/Software

Planning Center Integration Training Plan. From the standpoint of this project, no additional hardware or software needs to be purchased. This is a web-enabled service that houses all of its data in the cloud. Existing hardware/software is sufficient to take advantage of the additional functionality being introduced through the course of this project. One caveat is that, after the training plan has been developed, the organization may want to take advantage of Planning Center's various mobile apps: Check-Ins (potentially part of the Transition from Kid-Check to Planning Center project), Church Center, Headcount, Music Stand, People, Resources, and Services.

Network Plan for the New Facility. To implement this plan, additional hardware/software resources will need to be acquired. The extent of which will be largely determined by the end of this project and requirements dictated by network design firm. It can be assumed that basic networking resources will need to be purchased. This includes network switches, routers, wi-fi access points, cabling, connectors, modems, and file servers. Software needed, again, will be determined during the course of this project.

Church Mobile App – Exploratory Project. Since this is an exploratory project, no additional hardware/software resources are needed.

IT Asset Management Solution. This project would require minimal additional hardware because the proposed solution could be installed on existing web servers and hosted through the existing website hosting plan. Potential hardware needed would be barcode scanner

and printer. Existing printers may be utilized to print barcodes, but it is called out in case that existing resources are not sufficient.

The only software that would need to be acquired is the IT Asset Management solution itself. Initial testing has shown that the Snipe-IT web-enabled Asset Management solution would be a good fit. If this solution is acceptable to the organization, it can be installed as a self-hosted solution for free.

Disaster Recovery/Business Continuity Plan. The goal of this project is developing and implementing a plan. Hardware/software resources will be defined through the course of this project. It can be assumed that hardware needed for this would include a central file server for on-site back-ups. Additional hardware would be resources necessary for enhanced security: security doors, cameras, security monitoring system, etc.

Potential software would include backup software for each network resource and an offsite cloud backup service.

Children's Ministry Communication Plan. There are no additional hardware/software requirements for this project. The idea is to use existing services and resources to accommodate the plan.

Transition Kid-Check to Planning Center. There are no additional hardware/software requirements/resources needed to implement this project. There is a reduction of software since this would eliminate the need of an existing third-party application.

Technology Budget. This project has no hardware/software resource impact. Existing budget and bookkeeping software will be used to create reports needed to provide project team with information necessary to build a budget.

Internal Communication and Collaboration Tool. There are no additional hardware requirements for this project. Software requirements will be identified as a result of this project. Current recommendation is to implement the communication and collaboration tool, Slack, as the solution for this project. This project will be to determine if the recommendation will be suitable or if another solution will be used.

Interactive Sermon Tools/Streaming Services. The hardware/software needs will be defined as part of this project. Even though they are not defined yet, it can be expected that the acquisition of cameras, microphones, lighting, streaming software, interactive lecture tools, and other various streaming hardware will be needed as a result of this project.

Staff Development

Planning Center Integration Training Plan. Since the service is already in use, but not used to its fullest potential, staff (and volunteer) development is the primary driver for this project. Considerable time will be spent developing and curating training resources to make sure all staff and volunteers are equipped to use each of the system components which will ensure better and more efficient coordination and communication between staff, ministry leaders, and volunteers. No additional staff positions need to be created to fulfill this project.

Network Plan for the New Facility. A short training and development session will need to be developed to educate all staff and volunteers on how to utilize the central storage aspect of the new network. Staff are already using VOIP phone system, so that should not be a concern. No additional staff positions need to be created to fulfill this project.

Church Mobile App – Exploratory Project. No additional staff development needed for the project itself. If a consensus is reached to implement a mobile app for the organization as

a result of this project, an additional action plan will be constructed to identify needed staff development at that time. No additional staff positions need to be created to fulfill this project.

IT Asset Management Solution. Staff and volunteers will need to be trained on the solution once implemented. The training session should take no more than ½ a day. This is assumed the Snipe-IT solution is the solution that is installed. The system is very user friendly and intuitive, but training and processes will need to be developed as part of this project. No additional staff positions need to be created to fulfill this project.

Disaster Recovery/Business Continuity Plan. It is not intended that staff need to be developed or trained as a result of this project, other than informing them that backups will automatically occur on their devices at a scheduled time. The rest of the process should not affect or be affected by staff involvement. No additional staff positions need to be created to fulfill this project.

Children's Ministry Communication Plan. Staff development will have to occur in the form of training for existing ministry leaders. Leaders must learn to build email newsletters in the MailChimp service and potentially modifying and maintaining existing website resources. No additional staff positions need to be created to fulfill this project.

Transition Kid-Check to Planning Center. Staff and ministry leaders/volunteers would need to be trained on the new component. This would be included in the Planning Center Integration Training Plan. No additional staff positions need to be created to fulfill this project.

Technology Budget. No staff development needed. Project team will work to establish a budget line item for the organization. No additional staff positions need to be created to fulfill this project.

Internal Communication and Collaboration Tool. It is anticipated that whatever solution is implemented, a certain amount of training and staff development will be required. The amount and extent of which will be determined during the course of this project. No additional staff positions need to be created to fulfill this project.

Interactive Sermon Tools/Streaming Services. Staff and ministry leaders/volunteers will need to be trained on the proper use of implemented technology, which will be determined as a result of this project. No additional staff positions need to be created to fulfill this project.

Facilities and Maintenance

Planning Center Integration Training Plan. There are no facilities/maintenance considerations for this project as it does not impact any physical resources or require any special accommodations from the facility. The only impact it might have would be on network resources, but that is unlikely.

Network Plan for the New Facility. This project will impact facilities and require on-going maintenance once implemented. The primary purpose of this project is to determine the best way to modify the new facility to support the type of network required for the organization. Therefore, modifications and impact to the facility will be necessary. However, it is understood that this will all take place as part of the renovation process of the new facility. This would imply that timing is critical, and the project would need to begin soon so that it is considered in the initial design of the new facility.

Church Mobile App – Exploratory Project. This project does not impact facilities or any maintenance resources.

IT Asset Management Solution. There are no additional facilities requirements for this project. It will be utilizing existing services and will not greatly impact them. This project will

require a moderate degree of maintenance as that is part of what this solution is for. The initial implementation of the solution will require a lot of time, but once loaded, it should only require a small amount of maintenance.

Disaster Recovery/Business Continuity Plan. Facilities impact would be the need for a central server closet or room, security doors, cameras and monitoring systems. This will be considered as part of the Network Plan for the New Facility project and also included in construction considerations. Maintenance of the solution will need to be addressed once a quarter to ensure the system is continuing to automate backups according to the established schedule.

Children's Ministry Communication Plan. No additional facility resources/impact are foreseen as part of this project. Potential maintenance items would be the existing church website.

Transition Kid-Check to Planning Center. There are no additional facilities/maintenance requirements because of this project and should not have a negative impact in this area.

Technology Budget. No facilities impact. The only maintenance will be for the identified staff member to revisit every year to make sure it is still applicable and an accurate representation of forecasted needs.

Internal Communication and Collaboration Tool. There are no facilities/maintenance requirements/impact as the result of conducting this project or the implementation of the resulting solution.

Interactive Sermon Tools/Streaming Services. The facilities/maintenance impact will be defined as a result of this project. Certain facilities changes will be required but these items

will be accommodated as part of the on-going renovation of the organization's new facility. This would include a potential studio for recording announcements or other interviews. Maintenance plans will be developed as part of this project as well.

Finances

Planning Center Integration Training Plan. It is not expected that this project will require additional financial resources dedicated to it. This project relies on volunteer resources and pre-existing tool resources to develop a training curriculum for a learning plan. Since the goal is not to purchase additional Planning Center components, there is no need for additional financial investment.

Network Plan for the New Facility. This project is one of the few that will have an impact on financial resources. Again, since a full renovation of an existing space is planned, it will be included in the construction cost. Part of this project is to determine full impact of the costs as there are several variables that will impact the total. Variables such as hardware/software needed, type of cabling used (cat 5, cat 6, cat 7, or fiber optic), number of connection points, bandwidth allocation, etc. All of these items will be determined during the course of the project and, as such, will not be included in the cost estimates within this project.

Church Mobile App – Exploratory Project. There is no foreseeable financial impact for this project. The only resource consumed is the time of individuals on the exploratory committee.

IT Asset Management Solution. If the proposed solution is selected, there is no additional cost associated with this solution. The system can be implemented without barcode scanners or printers, rendering this project cost neutral. After the implementation of the system, the project could be a cost negative wherein the benefits of using the system reduce costs in other

areas. Since the cost of the solution is zero, any reduction of costs in associated areas makes the system more than pay for itself.

Disaster Recovery/Business Continuity Plan. This project will have a financial impact in the area of additional hardware identified throughout the development of the project and cost of off-site, cloud backup services. One recommendation is to utilize the CrashPlan online backup service to back up the central file storage. Cost of this service is approximately \$9.99/month. Cost of the central file server to be determined as part of the project since space requirements will have an impact on cost. Costs associated with facilities security (security doors, security cameras, security system, etc.) will be included in the construction costs and not represented in this project.

Children's Ministry Communication Plan. The MailChimp email newsletter service is currently free for the number of subscribers that would be included as part of this project. The current organization website is free and will be moving to another free webhosting account for non-profits. The largest investment/cost to as a result of this project will be staff/leader time spent creating the resources that will be a result of this project.

Transition Kid-Check to Planning Center. This project would include the addition of the Check-In component as part of the Planning Center suite of services. This service would cost the church an additional \$29 for the number of weekly check-ins normally experienced at the organizations current rate of attendance. That would be an extra \$360/year. Currently, the Kid Check service costs the church approximately \$1,500/year. This would result in a cost savings of \$1,140/year.

Technology Budget. This project requires no additional financial investment.

Internal Communication and Collaboration Tool. This will be determined as a result of the project. If the current recommendation (Slack) is implemented, there will be no cost provided the organization implements the basic free plan.

Interactive Sermon Tools/Streaming Services. The financial impact of implementing the results of this project will be determined as part of the project.

A table of all anticipated impact and all identified and anticipated basic budget to implementing this strategic plan can be found in [Table 6](#) and [Table 7](#), respective, of the [Appendices section](#) of this document. Table does not include any costs or expenses that would be part of the construction process.

Timeline

Submitted with this document is a high-level, proposed timeline ([Table 10](#) in the [Appendices section](#) of this document) and a Gantt Chart of identified tasks and resources ([Timeline](#) in the [Appendices section](#) of this document) for the 10 above projects. Detailed task breakdown will be at the discretion of the Project Manager, Chris Massey. The suggested timeframe to complete all 10 projects is no more than 2 years; starting in January 2020 and ending December 2021. Ideally, this can be truncated to less than 2 years because each of these projects will be assigned several project sponsors. For example, it is possible to complete the IT Asset Management Solution project at the same time as the Transition Kid Check to Planning Center project since each project will have its own project sponsor (Tyler Blackburn and Katelyn Tolle, respectively). This will be left up to the Project Manager to determine the best possible scheduling for the staff members. Each project will begin with a Task Breakdown Consultation with the Project Consultant (PC), Project Manager (PM), and Project Sponsor (PS).

During this consultation, the PC will help direct the PM and PS on approach for the project to include project outline, task assignments, and due dates.

Evaluation Plan

The Implementation Project Manager (PM) will develop a success map with input and approval of the strategic planning committee. This success map will basically be an overall strategic plan timeline. Each project within the strategic plan will be broken down into its own timeline. PM will be responsible for monitoring the implementation of each project and how they fit into the timeline. Each project will have a Project Sponsor that oversees delegating all tasks and ensuring the project stays on track. The PM will use the following 4 methods to monitor and evaluate the progress of the strategic plan implementation.

Weekly Task Update

This will consist of members of the implementation project teams making sure to update their tasks in the Freedcamp project management tool. An up-to-date account of all work being done on the implementation keeps the Project Manager and Project Sponsor from having to constantly tracking down statuses.

The Standuply Slack tool will be used to also collect weekly status updates from team members. Each Monday at 10am, the tool will automatically prompt all project users with the following questions:

- What did you do this week?
- What will you do next week?
- Do you have any blockers (obstacles preventing you from accomplishing your goals or assigned tasks)?

All answers will be collected and automatically sent to the Project Manager and Project Sponsor in the form of a report. This will allow the PM and PS to start the week by identifying and eliminating any issues.

Monthly Touchbase

Each month, the Project Sponsor will conduct individual interviews with Project Team Members to discuss:

- Current progress on assigned tasks.
- Estimates for future tasks that have been added as a result on the previous month's work.
- Address any incomplete or overdue tasks.
- Any needed resources to complete assigned tasks.

After the Project Sponsor meets with each Project Team Member, he/she will compile the results of all interviews and present the finding to the Project Manager. This update will include the overall health of the project (green = on time, yellow = slipping, red = overdue and failure to meet timelines). If the project is anything other than green, the Project Manager and Project Sponsor will work to develop a plan to get back on track.

Formal Quarterly Review

Once a quarter, the project team will convene as a group to review the success map to make sure all targets are still on track. During the meeting, discussions will center on evaluating the success map and any foreseeable issue events. At this point, issue events should have already been identified through Weekly Task Updates and Monthly Touchbases. Course correction should have already occurred. This is also a time for stakeholders to present any newly

developing opportunities or threats that could impact the success of the project. As a result, adjustments may need to be made to ensure future success.

Semi-Annual Re-Evaluation

Twice a year, the entire strategic planning committee will reconvene to evaluate the success of implemented projects and gather feedback on the success or failure of each project. Surveys (Liu, 2018) will be developed and sent to project team members of completed projects to get feedback on how the implementation went. Surveys (University of Calgary - Information Technologies) will also be sent to users of newly implemented systems/processes to garner feedback that will be a topic of discussion in the semi-annual re-evaluation. Both of these surveys can be found in the [Appendix](#) section of this document ([Table 8](#) and [Table 9](#), respectively).

It will be at this point that the strategic planning committee stakeholders will determine the overall health of the strategic plan.

- If projects are failing, the success map may need to be rebuilt with a different goal in mind. If changes have to occur from what was defined in the action plan, that will be done at this point.
- If projects are on track, the plan will continue as designed.
- If projects are vastly ahead of schedule, the committee will evaluate possibly conducting an additional needs assessment to add other projects to the backlog.

Evaluation Timeline

As specified earlier in this plan, evaluation points will take place weekly, monthly, quarterly, and semi-annually. Individuals involved in this process will include Project Consultant, Project Manager, Project Sponsor, Project Team Member, and Strategic Planning

Stakeholders. A full timeline of the project with evaluation touchpoints can be found in the Appendix.

Conclusion

Fellowship Bible Church, Searcy is at a crossroads in its technology journey. They can continue to conduct their ministries in a “business as usual” fashion or they can implement the recommendations set forth in this technology strategic plan. In the end, it is entirely up to the organization to move forward or shelve the plan. The potential for increased efficiencies and more effective communication and outreach could be game changers for this organization. This strategic plan takes advantage of several identified opportunities and leverages them to promote technology use in areas where it previously did not exist.

The biggest commitment regarding this technology strategic plan is time. The time of the stakeholders and project teams it would take to implement it. Technology costs are relatively low considering what is being implemented. Additional hardware/software needs are also relatively low. This plan seeks to evaluate existing systems and utilize those systems to their fullest potential. The facilities/maintenance/staff development are also relatively low considering the ask of this plan. Again, time is the key. If all parties involved can commit to the required amount of time to implement this plan, Fellowship Bible Church, Searcy will be set up for success. Two years from now, when this plan is complete, the stakeholders will have greater confidence to embark upon the next technological journey for Fellowship.

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Appendices

Table 1

Vision Pain Points

Pain Point	Comments	Ministry	Category
Lighting/Stage Display	Being able to accommodate for video and set design	Worship	Lighting
College to Worship Transition	Being able to transition from College Worship night back to standard worship service configuration on stage and in tech booth.	Worship	Tech Configuration
Stage Mess	Cables are scattered everywhere. Need to hardwire or explore wireless technologies.	Worship	Tech Configuration
Lack of competence in tech	Tech booth volunteers lack the training and knowledge necessary to effectively work the booth.	Worship	Training
Lyric Slide length	Having shorter slide length puts a lot of pressure on the video computer user to really be on top of the slide transitions.	Worship	Tech Tools
Technology Cart in Classrooms	Thought is to have a technology cart in each classroom. This would include the inclusion of ethernet ports and supporting networking infrastructure.	Infrastructure	Network
Microphones	Face, Handheld, Audience, Stage. Proper devices for recording the service	Worship/Teaching	Audio
Video Recording	Capabilities to record and produce worship and lessons	Worship/Teaching	Video
Technical Difficulties	When slides don't work, don't sync with music, mics don't work, etc.	Worship/Teaching	Audio, Video
People Showing up on Time	Getting the volunteers to be at church on time.	Frontlines	Scheduling

Pain Point	Comments	Ministry	Category
Reminders sent for volunteers	Need for a system to automate reminders for those scheduled to serve.	Frontlines	Scheduling
Communication Amongst Staff	Need for a system to handle simple project management, communication and collaboration	Staff	Communication
Audio Levels	Sometimes instruments are louder than singers' voices	Worship	Audio
Restroom Automation	Lighting, cleaning, etc.	Frontlines	Restrooms
Announcements	Better way to track and schedule announcements	Worship/Teaching	Communication
A/V Booth Tech Space	Need additional room for technology space. In the tech booth and for servers.	Infrastructure	Facilities
More Bathrooms	Need additional bathrooms for the amount of people	Frontlines	Restrooms
Community Group and Equip Communication	Need a better way to communicate with community groups and equip attendees	Community Group	Communication
Different colored projectors	The projectors are wearing out and the color settings are different.	Worship/Teaching	Video
All TVs Connected	Need to have all TVs in the facility connected to one system.	Infrastructure	Video
ProPresenter/Confidence Monitor	Need to be able to have reliable tech tools	Worship/Teaching	Audio, Video
Door Locks	Automated locks with a logging and security logging	Infrastructure	Facilities
HVAC	Automation controls for HVAC. Similar to a Nest thermostat	Infrastructure	Facilities
Lack of ownership	Congregation not taking ownership of ministries and volunteer opportunities	Frontlines	Volunteer Management
Being in a rut	Services seem to be in a rut	Worship/Teaching	Creativity
Equipment for broadcasting	Need to determine what equipment will be needed for broadcasting - cameras, mics, etc.	Worship/Teaching	Audio, Video

Note: Vision Pain Points identified during the Technology Vision planning meeting.

Table 2

Questions Asked During S.W.O.T. Analysis

Category	Question
What are Our Strengths?	What advantages does Fellowship have?
	What do we do better than anyone else?
	What do people in our church see as our strengths?
	What factors keep people coming back?
	What is unique about our church?
What are Our Weaknesses?	What could we improve?
	What should we avoid?
	What are people in our church likely to see as weaknesses?
	What keeps people from returning?
	What manual tasks keep us from ministry?
What are Some Opportunities for Fellowship?	What good opportunities can you spot?
	What interesting trends are you aware of?
	How can we leverage existing technology better?
	How can we use technology to increase efficiencies?
What are Some Threats Fellowship Faces?	What obstacles do we face?
	What are other ministries doing?
	Is changing technology threatening our position?
	Do we have financial problems?
	Could any of our weaknesses seriously threaten your church?

Note: The above questions were used to prompt stakeholder discussion during the S.W.O.T. Analysis.

Table 3

Questions Asked on Survey

Question Type	Question
Yes/No	Are there currently any limitations to the software used in your ministry area?
Comment box	If yes to above, please explain...
Comment box	How is technology used in your ministry?
Text field	How many volunteers currently serve in your ministry area?
Sliding scale from 0 to 100. 0 = Not at all. 100 = They know this stuff better than me	How confident are you that the volunteers in your ministry area are properly trained to support your ministry?
Text field	What is the current annual budget for technology related expenses for your ministry area? (text field)
Multiple choice and text field	How much time per week is spent planning and configuring your ministry area for Sunday Morning services?
	1-2 hours
	3-5 hours
	6-8 hours
	1-2 days
	More than 2 days
	Other (please specify)
Comment box	In the previous question (planning time), what one activity takes most of your time?
Comment box	Additional comments about technology and its use in your ministry?

Note: The above represents all questions asked on the Technology Evaluation survey.

Table 4

Evaluation Matrix – with Questions

Vision	Focus	Purposes	Questions	Data Sources	Instruments	Barriers
	To support our vision we will focus this planning project on the following:	To find out how the focus area currently supports the vision, the purpose of this evaluation will be to:				
Using Technology to server and connect the church with our community and the world.	All technology related issues involved in conducting Sunday Morning services.	Determine what technologies and resources are currently used for Worship/Teaching.	-How many computers are currently used during the worship and teaching time?	-Talk with staff	-Gather existing records in resource spreadsheet	-Reliability of existing records
			-What software is used to produce the worship and teaching time?	-Audit existing technologies in the tech booth.	-Gather existing records in resource spreadsheet	-Reliability of existing records
			-How many licenses are needed for each software?	-Talk with staff	-Gather existing records in resource spreadsheet	-Reliability of existing records
			-Are there currently any limitations to the software used for Worship/Teaching? Is there anything that it needs to do that it	-Talk with staff	-SWOT Analysis -Survey	-Factors may be too broad to be actionable. -Respondents may not be as forthcoming if in a group setting.

Vision	Focus	Purposes	Questions	Data Sources	Instruments	Barriers
			doesn't? Any components not utilized?			-Informants may not respond to the survey.
			-How many projectors are currently being used?	-Audit existing projectors in the worship center.	-Gather existing records in resource spreadsheet	-Reliability of existing records
			-How many mics are needed? Handheld, wireless, and over the ear.	-Talk with staff	-Gather existing records in resource spreadsheet	-Reliability of existing records
			-How many cameras are currently used?	-Talk with staff	-Gather existing records in resource spreadsheet	-Reliability of existing records
			-How many monitors are needed?	-Talk with staff	-Gather existing records in resource spreadsheet	-Reliability of existing records
			-How many volunteers do we currently have for the Tech Booth?	-Talk with staff	-Survey	-Informants may not respond to the survey.
			-How many volunteers do we currently have in rotation for the praise team?	-Talk with staff	-Survey	-Informants may not respond to the survey.

Vision	Focus	Purposes	Questions	Data Sources	Instruments	Barriers
			-What subscription services do we pay for? What is the term?	-Talk with staff	-Gather existing records in resource spreadsheet	-Reliability of existing records
			-What is the current annual budget for technology related expenses for Worship/Teaching?	-Talk with Ministry Director	-Survey	-Informants may not respond to the survey.
			-How much time is spent per week planning and configuring the Sunday Service for Worship/Teaching?	-Talk with Ministry Director	-Survey	-Informants may not respond to the survey.
			-What is the current process for planning and configuring the Sunday Service for Worship/Teaching?	-Talk with staff	-Individual interview	-Scheduling Conflicts -Open ended interviews may be difficult to summarize and interpret
			-Are there currently any manual tasks that would benefit from the addition of technology in the Worship/Teaching area?	-Talk with staff	-SWOT Analysis	-Factors may be too broad to be actionable. -Respondents may not be as forthcoming if in a group setting.
			-What happens if a computer crashes during Worship/Teaching?	-Talk with staff	-Individual interview	-Scheduling Conflicts -Open ended

Vision	Focus	Purposes	Questions	Data Sources	Instruments	Barriers
						interviews may be difficult to summarize and interpret
			-What type of light board is used? Is there any automation?	-Talk with staff	-Individual interview -Gather existing records in resource spreadsheet	-Scheduling Conflicts -Open ended interviews may be difficult to summarize and interpret -Reliability of existing records
			-What type of sound board is used? Is there any automation?	-Talk with staff	-Individual interview -Gather existing records in resource spreadsheet	-Scheduling Conflicts -Open ended interviews may be difficult to summarize and interpret -Reliability of existing records
			-What software is used to record the Worship/Teaching? How much does it cost?	-Talk with staff	-Gather existing records in resource spreadsheet	-Reliability of existing records
			-What is the process for distributing the Worship/Teaching recordings?	-Talk with staff	-Individual interview	-Scheduling Conflicts -Open ended interviews may be difficult to

Vision	Focus	Purposes	Questions	Data Sources	Instruments	Barriers
						summarize and interpret
		Determine what technologies and resources are currently used for Frontlines.	-How many computers are currently used for Frontlines (Front of House)?	-Talk with staff	-Gather existing records in resource spreadsheet	-Reliability of existing records
			-What software (if any) is used for Frontlines?	-Audit existing technologies in the Connection Cafe.	-Gather existing records in resource spreadsheet	-Reliability of existing records
			-How many licenses are needed for each software?	-Talk with staff	-Gather existing records in resource spreadsheet	-Reliability of existing records
			-Are there currently any limitations to the software used for Frontlines? Is there anything that it needs to do that it doesn't? Any components not utilized?	-Talk with staff	-SWOT Analysis -Survey	-Factors may be too broad to be actionable. -Informants may not respond to the survey.
			-How is technology used in Frontlines? For each team.	-Talk with staff	-Survey	-Informants may not respond to the survey.
			-What type of software is used to schedule volunteers?	-Talk with Ministry Director	-Gather existing records in resource spreadsheet	-Reliability of existing records

Vision	Focus	Purposes	Questions	Data Sources	Instruments	Barriers
			-What type of software/technology is used to coordinate and communicate with volunteers?	-Talk with Ministry Director	-Individual interview -Gather existing records in resource spreadsheet	-Scheduling Conflicts -Open ended interviews may be difficult to summarize and interpret -Reliability of existing records
			-What are the different teams that make up Frontlines?	-Talk with Ministry Director	-Individual interview	-Scheduling Conflicts -Open ended interviews may be difficult to summarize and interpret
			-How many volunteers do we currently have for the Frontlines?	-Talk with Ministry Director	-Survey	-Informants may not respond to the survey.
			-How many and what devices are used to communicate between Frontlines teams on Sunday Morning?	-Talk with staff	-Individual interview -Gather existing records in resource spreadsheet	-Scheduling Conflicts -Open ended interviews may be difficult to summarize and interpret -Reliability of existing records
			-How many televisions/monitors are	-Talk with staff	-Gather existing records	-Reliability of existing records

Vision	Focus	Purposes	Questions	Data Sources	Instruments	Barriers
			currently used for Frontlines?		in resource spreadsheet	
			-How many computers are needed for Frontlines?	-Talk with staff	-Gather existing records in resource spreadsheet	-Reliability of existing records
			-What subscription services (if any) do we pay for? What is the term?	-Talk with Ministry Director	-Gather existing records in resource spreadsheet	-Reliability of existing records
			-What is the current annual budget for technology related expenses for Frontlines?	-Talk with Ministry Director	-Survey	-Informants may not respond to the survey.
			-How much time is spent per week planning and configuring the Sunday Service for Frontlines?	-Talk with Ministry Director	-Survey	-Informants may not respond to the survey.
			-What is the current process for planning and configuring the Sunday Service for Frontlines?	-Talk with Ministry Director	-Individual interview	-Scheduling Conflicts -Open ended interviews may be difficult to summarize and interpret
			-Are there currently any manual tasks that would benefit from the addition of technology in the Frontlines area?	-Talk with staff	-SWOT Analysis	-Factors may be too broad to be actionable. -Respondents may not be as

Vision	Focus	Purposes	Questions	Data Sources	Instruments	Barriers
						forthcoming if in a group setting.
		Determine what technologies and resources are currently used for Children's Ministry.	-How many computers are currently used for Children's Ministry?	-Talk with staff	-Gather existing records in resource spreadsheet	-Reliability of existing records
			-What software is used to coordinate the Children's Ministry?	-Audit existing technologies in the tech booth.	-Gather existing records in resource spreadsheet	-Reliability of existing records
			-How many licenses are needed for each software?	-Talk with staff	-Gather existing records in resource spreadsheet	-Reliability of existing records
			-Are there currently any limitations to the software used for Children's Ministry? Is there anything that it needs to do that it doesn't? Any components not utilized?	-Talk with staff	-SWOT Analysis -Survey	-Factors may be too broad to be actionable. -Informants may not respond to the survey.
			-How is technology used in Children's Ministry?	-Talk with staff	-Survey	-Informants may not respond to the survey.

Vision	Focus	Purposes	Questions	Data Sources	Instruments	Barriers
			-What are the age ranges served in Children's Ministry?	-Talk with staff	-Individual interview	-Scheduling Conflicts -Open ended interviews may be difficult to summarize and interpret
			-How many projectors/televisions are currently being used?	-Audit existing projectors in the children's area.	-Gather existing records in resource spreadsheet	-Reliability of existing records
			-How many A/V devices are currently being used in Children's Ministry? This includes mics, DVD players, projectors, CD or MP3 players, etc.	-Talk with staff	-Gather existing records in resource spreadsheet	-Reliability of existing records
			-How many volunteers do we currently have for the Children's Ministry?	-Talk with staff	-Survey	-Informants may not respond to the survey.
			-How many volunteers do we currently have in rotation for the Children's Worship?	-Talk with staff	-Survey	-Informants may not respond to the survey.
			-What type of software is used to schedule volunteers?	-Talk with Ministry Director	-Gather existing records in resource spreadsheet	-Reliability of existing records

Vision	Focus	Purposes	Questions	Data Sources	Instruments	Barriers
			-What type of software/technology is used to coordinate and communicate with volunteers?	-Talk with Ministry Director	-Gather existing records in resource spreadsheet	-Reliability of existing records
			-Is there any technology used to stream the Worship/Teaching into the nursery areas?	-Talk with Ministry Director	-Individual interview	-Scheduling Conflicts -Open ended interviews may be difficult to summarize and interpret
			-What subscription services do we pay for? What is the term?	-Talk with Ministry Director	-Gather existing records in resource spreadsheet	-Reliability of existing records
			-What is the current annual budget for technology related expenses for Children's Ministry?	-Talk with Ministry Director	-Survey	-Informants may not respond to the survey.
			-How much time is spent per week planning and configuring the Sunday Service for Children's Ministry?	-Talk with Ministry Director	-Survey	-Informants may not respond to the survey.
			-What is the current process for planning and configuring the Sunday Service for Children's Ministry?	-Talk with Ministry Director	-Individual interview	-Scheduling Conflicts -Open ended interviews may be difficult to

Vision	Focus	Purposes	Questions	Data Sources	Instruments	Barriers
						summarize and interpret
			-Are there currently any manual tasks that would benefit from the addition of technology in the Children's Ministry area?	-Talk with staff	-SWOT Analysis	-Factors may be too broad to be actionable. -Respondents may not be as forthcoming if in a group setting.
			-What happens if a computer crashes during Children's Ministry?	-Talk with staff	-Individual interview	-Scheduling Conflicts -Open ended interviews may be difficult to summarize and interpret
			-What type of technology is used during Children's Worship?	-Talk with staff	-Individual interview	-Scheduling Conflicts -Open ended interviews may be difficult to summarize and interpret
		Determine what technologies and resources are currently shared between all ministries on Sunday Morning.	-What is the current continuity plan? Backup and Recovery?	-Talk with staff	-Individual interview	-Scheduling Conflicts -Open ended interviews may be difficult to summarize and interpret

Vision	Focus	Purposes	Questions	Data Sources	Instruments	Barriers
			-What is the current network solution? Wireless or wired?	-Talk with staff	-Individual interview	-Scheduling Conflicts -Open ended interviews may be difficult to summarize and interpret
			-What is the current network capacity for guests?	-Talk with staff	-Individual interview	-Scheduling Conflicts -Open ended interviews may be difficult to summarize and interpret
			-What type of encryption is used for the network?	-Talk with staff	-Individual interview	-Scheduling Conflicts -Open ended interviews may be difficult to summarize and interpret
			-Has anyone ever designed and built an actual network for the church?	-Talk with staff	-Individual interview	-Scheduling Conflicts -Open ended interviews may be difficult to summarize and interpret
			-How old are the existing computers?	-Talk with staff	-Gather existing records	-Reliability of existing records

Vision	Focus	Purposes	Questions	Data Sources	Instruments	Barriers
					in resource spreadsheet	
			-When will the existing computers need to be replaced?	-Talk with staff	-Gather existing records in resource spreadsheet	-Reliability of existing records
			-Is there a maintenance schedule for existing computers?	-Talk with staff	-Individual interview	-Scheduling Conflicts -Open ended interviews may be difficult to summarize and interpret
			-Is network storage currently used for Fellowship?	-Talk with staff	-Individual interview	-Scheduling Conflicts -Open ended interviews may be difficult to summarize and interpret
			-What operating systems are used?	-Talk with staff	-Gather existing records in resource spreadsheet	-Reliability of existing records
			-What does the current IT support process look like for Fellowship?	-Talk with staff	-Individual interview	-Scheduling Conflicts -Open ended interviews may be difficult to summarize and interpret

Note: The above table represents all evaluation questions, their data sources, instruments used to gather data, and anticipated barriers to data collection.

Table 5

Questions to Determine True Needs

High-Level Need (Requirement)	Questions Asked
Increased Communication & Connection	What processes do you currently use to communicate with volunteers?
	What tools do we currently use to accommodate this task?
	Do we currently have access to any tools that can accommodate this need?
	If yes, what is preventing us from using them?
	What other tools are needed to help promote connection within the Sunday Morning service? (i.e. Real-time lesson engagement tools)
	In what ways would we like to connect with kids AFTER Sunday Morning service? How do we engage the whole family?
	In what ways would you like to communicate with families?
	In what ways can we ensure all staff and volunteers have the information they need to be prepared for the Sunday Morning service.
	In what ways would you like to be able to better communicate with your ministry volunteers? Is it different than how you would like to communicate with the whole congregation?
	If given the opportunity to design a volunteer management system that meets all of your needs, what would it include?
Network Infrastructure	Describe your goal for sharing and storing content among other users within the organization for Sunday Morning service?
	What tools do you currently use for backup?
	Is there an existing Disaster Recovery/Business Continuity plan in place for the organization?
	Is there an existing network plan in place? If so, how old is it?
	What is the organization's current budget as it relates to technology?
Physical and Network Security	In what ways can we increase physical security within the Children's Ministry area?

High-Level Need (Requirement)	Questions Asked
	In what ways can we increase physical security within the sanctuary?
	What procedures need to be implemented to ensure proper security? How can technology help with this?
Training Plan	What does the training process look like for your ministry? What technology would you like to use to accomplish this task?
	What existing resources are available for staff or volunteers that would like to be trained on existing technology?
	What is the attitude of staff and volunteers when it comes to training on or adopting new systems?

Note: The above questions were used to determine the true needs of the organization.

Table 6

Projected Impact Resulting from Implementation of Action Plan

Project	Hardware/ Software	Projected Impact			Financial
		Staff Development	Facilities/ Maintenance		
Planning Center Integration	X	X			
Network Plan for New Facility	X	X	X		X
Church Mobile App – Exploration					
IT Asset Management Solution	X	X	X		
Disaster Recovery/ Business Continuity Plan	X		X		X
Children’s Ministry Communication		X	X		
Transition Kid- Check	X	X			
Technology Budget			X		
Internal Comm and Collab Tool	X	X			
Interactive Sermor Tools/ Streaming Services	X	X	X		X

Note: The above is a list of all projects and their potential impact, if implemented.

Table 7

Estimated Cost of Strategic Plan*

Project	Anticipated Resource	Category	Quantity	Cost	Total Estimate
Asset Management	Snipe-IT Asset Management	Software	1	\$0.00	\$0.00
Children's Ministry Communication Plan	Mailchimp Newsletter Service	Service	1	\$0.00	\$0.00
Disaster Recover/Business Continuity	Off Site Data Backup and Recovery (per year)	Service	1	\$120.00	\$120.00
Internal Comm. and Collab. Tool	Slack	Software	1	\$0.00	\$0.00
Network Plan	Network Switch	Hardware	1	\$400.00	\$400.00
Network Plan	Netgear WiFi System (1 router & 5 satellites)	Hardware	1	\$1,000.00	\$1,000.00
Network Plan	File Server	Hardware	1	\$1,000.00	\$1,000.00
Sermon/Stream Tools	Projector	A/V Equipment	2	\$700.00	\$1,400.00
Sermon/Stream Tools	ERS Lighting	Lighting	3	\$450.00	\$1,350.00
Sermon/Stream Tools	Video Broadcast Camera	A/V Equipment	3	\$800.00	\$2,400.00
Sermon/Stream Tools	Wirecast (Broadcast software)	Software	1	\$495.00	\$495.00
Sermon/Stream Tools	Tripods	A/V Equipment	3	\$160.00	\$480.00
Sermon/Stream Tools	Programmable Light Board	Lighting	1	\$200.00	\$200.00

Project	Anticipated Resource	Category	Quantity	Cost	Total Estimate
Sermon/Stream Tools	Television Monitors	A/V Equipment	4	\$100.00	\$400.00
Sermon/Stream Tools	Speaker Monitor Sets	A/V Equipment	4	\$25.00	\$100.00
Sermon/Stream Tools	Interactive Lesson Tool	Software	TBD		
Transition Kid Check to Planning Center	Planning Center - Check-In Component (per year)	Service	1	\$360.00	\$360.00
Total estimated additional costs across all projects					\$9,705.00

Note: *This table includes the anticipated financial impact of implementing the strategic plan except for any costs associated or called out as being part of construction costs.

Table 8

Project Team Survey (Liu, 2018)

Question	Type
1. Are you happy with the results of the project? If no, why?	Yes/No and Comment
2. What was the most frustrating part of the project?	Comment
3. How would you do things differently?	Comment
4. How clearly defined was your role in the project? a. Very b. Somewhat c. Not very d. Not at all	Multiple Choice
5. Do you feel like the evaluation points (Weekly Status, Monthly Touchbase, Quarterly Review) were effective in helping move the project forward? If no, what would you suggest making this area better?	Yes/No and Comment
6. What would you change about working on the project team?	Comment
7. Would you consider being on another project team at Fellowship?	Yes/No

Note: These questions will be asked of all project team members at the close of each project.

Table 9

User Survey (University of Calgary - Information Technologies)

Question	Type
1. Are you familiar with the project that took place to address the need for (insert project name)?	Yes/No
2. Do you feel like the new process/technology addresses gaps with the previous method?	Yes/No
3. What do you like least/most about the new process/technology?	Comment
4. Has the implementation of the (insert project name) help increase efficiencies in role within the ministry?	Yes/No
5. What would you change about the new process/technology?	Comment
6. Do you feel like this particular process/technology still has gaps that prevent this ministry from being successful? If so, please explain.	Yes/No and Comment

Note: This survey will be sent to end users of newly implemented systems/processes a month after the system has been implemented.

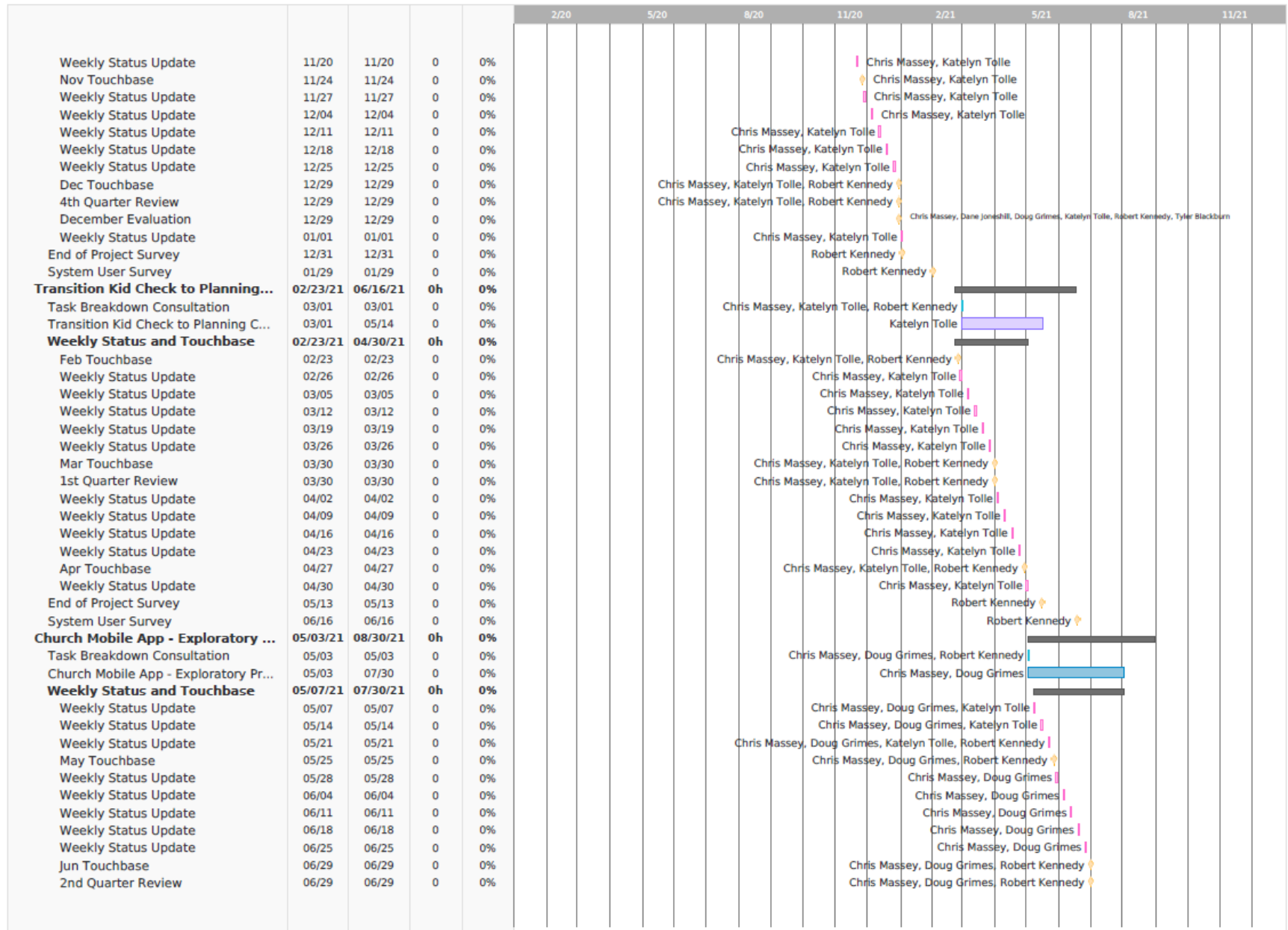
Table 10

High-Level Overview of Timeline

Project	Estimated Time Frame
Planning Center Integration Training Plan	1/10/2020 – 5/8/2020
Network Plan for the New Facility	9/1/2020 – 11/27/2020
Church Mobile App – Exploratory Project	5/3/2021 – 7/30/2021
IT Asset Management Solution	1/3/2020 – 1/31/2020
Disaster Recovery/Business Continuity Plan	4/13/2020 – 6/30/2020
Children’s Ministry Communication Plan	11/2/2020 – 12/31/2020
Transition Kid Check to Planning Center	3/1/2021 – 5/14/2021
Technology Budget	6/1/2020 – 7/31/2020
Internal Communication and Collaboration Tool	8/2/2021 – 8/31/2021
Interactive Sermon Tools/Streaming Services	10/1/2021 – 12/31/2021

Note: This is just an estimated time frame for the identified projects.

					2/20	5/20	8/20	11/20	2/21	5/21	8/21	11/21
Technology Budget	06/01/20	08/31/20	0h	0%								
Task Breakdown Consultation	06/01	06/01	0	0%								
Technology Budget	06/01	07/31	0	0%								
Weekly Status and Touchbase	06/05/20	08/28/20	0h	0%								
Weekly Status Update	06/05	06/05	0	0%								
Weekly Status Update	06/12	06/12	0	0%								
Weekly Status Update	06/19	06/19	0	0%								
Weekly Status Update	06/26	06/26	0	0%								
Jun Touchbase	06/30	06/30	0	0%								
2nd Quarter Review	06/30	06/30	0	0%								
June Evaluation	06/30	06/30	0	0%								
Weekly Status Update	07/03	07/03	0	0%								
Weekly Status Update	07/10	07/10	0	0%								
Weekly Status Update	07/17	07/17	0	0%								
Weekly Status Update	07/24	07/24	0	0%								
Jul Touchbase	07/28	07/28	0	0%								
Weekly Status Update	07/31	07/31	0	0%								
Weekly Status Update	08/07	08/07	0	0%								
Weekly Status Update	08/14	08/14	0	0%								
Weekly Status Update	08/21	08/21	0	0%								
Aug Touchbase	08/25	08/25	0	0%								
Weekly Status Update	08/28	08/28	0	0%								
End of Project Survey	07/31	07/31	0	0%								
System User Survey	08/31	08/31	0	0%								
Network Plan for the New Facility	09/01/20	12/30/20	0h	0%								
Task Breakdown Consultation	09/01	09/01	0	0%								
Network Plan for the New Facility	09/01	11/27	0	0%								
Weekly Status and Touchbase	09/04/20	10/30/20	0h	0%								
Weekly Status Update	09/04	09/04	0	0%								
Weekly Status Update	09/11	09/11	0	0%								
Weekly Status Update	09/18	09/18	0	0%								
Weekly Status Update	09/25	09/25	0	0%								
Sep Touchbase	09/29	09/29	0	0%								
3rd Quarter Review	09/29	09/29	0	0%								
Weekly Status Update	10/02	10/02	0	0%								
Weekly Status Update	10/09	10/09	0	0%								
Weekly Status Update	10/16	10/16	0	0%								
Weekly Status Update	10/23	10/23	0	0%								
Oct Touchbase	10/27	10/27	0	0%								
Weekly Status Update	10/30	10/30	0	0%								
End of Project Survey	11/26	11/26	0	0%								
System User Survey	12/30	12/30	0	0%								
Children's Ministry Communicati...	11/02/20	01/29/21	0h	0%								
Task Breakdown Consultation	11/02	11/02	0	0%								
Children's Ministry Communication...	11/02	12/31	0	0%								
Weekly Status and Touchbase	11/06/20	01/01/21	0h	0%								
Weekly Status Update	11/06	11/06	0	0%								
Weekly Status Update	11/13	11/13	0	0%								



					2/20	5/20	8/20	11/20	2/21	5/21	8/21	11/21
June Evaluation	06/29	06/29	0	0%		Chris Massey, Dane Joneshill, Doug Grimes, Katelyn Tolle, Robert Kennedy, Tyler Blackburn						
Weekly Status Update	07/02	07/02	0	0%					Chris Massey, Doug Grimes			
Weekly Status Update	07/09	07/09	0	0%					Chris Massey, Doug Grimes			
Weekly Status Update	07/16	07/16	0	0%					Chris Massey, Doug Grimes			
Weekly Status Update	07/23	07/23	0	0%					Chris Massey, Doug Grimes			
Jul Touchbase	07/27	07/27	0	0%					Chris Massey, Doug Grimes, Robert Kennedy			
Weekly Status Update	07/30	07/30	0	0%					Chris Massey, Doug Grimes			
End of Project Survey	07/30	07/30	0	0%						Robert Kennedy		
System User Survey	08/30	08/30	0	0%						Robert Kennedy		
Internal Communication and Coll...	08/02/21	10/01/21	0h	0%								
Task Breakdown Consultation	08/02	08/02	0	0%					Chris Massey, Robert Kennedy			
Internal Communication and Colla...	08/02	08/31	0	0%						Chris Massey		
Weekly Status and Touchbase	08/06/21	10/01/21	0h	0%								
Weekly Status Update	08/06	08/06	0	0%						Chris Massey		
Weekly Status Update	08/13	08/13	0	0%						Chris Massey		
Weekly Status Update	08/20	08/20	0	0%						Chris Massey		
Weekly Status Update	08/27	08/27	0	0%						Chris Massey		
Aug Touchbase	08/31	08/31	0	0%					Chris Massey, Robert Kennedy			
Weekly Status Update	09/03	09/03	0	0%						Chris Massey		
Weekly Status Update	09/10	09/10	0	0%						Chris Massey		
Weekly Status Update	09/17	09/17	0	0%						Chris Massey		
Weekly Status Update	09/24	09/24	0	0%						Chris Massey		
Sep Touchbase	09/28	09/28	0	0%					Chris Massey, Robert Kennedy			
3rd Quarter Review	09/28	09/28	0	0%					Chris Massey, Robert Kennedy			
Weekly Status Update	10/01	10/01	0	0%						Chris Massey		
End of Project Survey	08/31	08/31	0	0%						Robert Kennedy		
System User Survey	10/01	10/01	0	0%						Robert Kennedy		
Interactive Sermon Tools/Stream...	10/01/21	12/31/21	0h	0%								
Task Breakdown Consultation	10/01	10/04	0	0%					Chris Massey, Dane Joneshill, Doug Grimes, Robert Kennedy			
Interactive Sermon Tools/Streamin...	10/01	12/31	0	0%						Dane Joneshill, Doug Grimes		
Weekly Status and Touchbase	10/08/21	12/28/21	0h	0%								
Weekly Status Update	10/08	10/08	0	0%						Chris Massey, Dane Joneshill, Doug Grimes		
Weekly Status Update	10/15	10/15	0	0%						Chris Massey, Dane Joneshill, Doug Grimes		
Weekly Status Update	10/22	10/22	0	0%						Chris Massey, Dane Joneshill, Doug Grimes		
Oct Touchbase	10/26	10/26	0	0%					Chris Massey, Dane Joneshill, Doug Grimes, Robert Kennedy			
Weekly Status Update	10/29	10/29	0	0%						Chris Massey, Dane Joneshill, Doug Grimes		
Weekly Status Update	11/05	11/05	0	0%						Chris Massey, Dane Joneshill, Doug Grimes		
Weekly Status Update	11/12	11/12	0	0%						Chris Massey, Dane Joneshill, Doug Grimes		
Weekly Status Update	11/19	11/19	0	0%						Chris Massey, Dane Joneshill, Doug Grimes		
Weekly Status Update	11/26	11/26	0	0%						Chris Massey, Dane Joneshill, Doug Grimes		
Nov Touchbase	11/30	11/30	0	0%					Chris Massey, Dane Joneshill, Doug Grimes, Robert Kennedy			
Weekly Status Update	12/03	12/03	0	0%						Chris Massey, Dane Joneshill, Doug Grimes		
Weekly Status Update	12/10	12/10	0	0%						Chris Massey, Dane Joneshill, Doug Grimes		
Weekly Status Update	12/17	12/17	0	0%						Chris Massey, Dane Joneshill, Doug Grimes		
Weekly Status Update	12/24	12/24	0	0%						Chris Massey, Dane Joneshill, Doug Grimes		
Dec Touchbase	12/28	12/28	0	0%						Chris Massey, Dane Joneshill, Doug Grimes, Robert Kennedy		
4th Quarter Review	12/28	12/28	0	0%						Chris Massey, Dane Joneshill, Doug Grimes, Robert Kennedy		
December Evaluation	12/28	12/28	0	0%					Chris Massey, Dane Joneshill, Doug Grimes, Katelyn Tolle, Robert Kennedy, Tyler Blackburn			

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