Strategic Planning
FROM MISSION TO MINISTRY

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THE IMPORTANCE OF VISION AND PLANNING
"We ran out of money right after we built the pulpit."
“If your line of vision is even with the floor, you can starve to death in a full pantry.”

- Leland Kaiser
“You’ve got to be very careful if you don’t know where you are going, because you might not get there.”

- Yogi Berra
LEADERSHIP'S STRATEGIC PLANNING
Leadership’s Strategic Planning

STEP 1
Establish the CORE VALUES

• who we are...
• that which permeates everything...
• that which anyone can do without asking permission and that, the opposite of which is inconceivable...
Leadership’s Strategic Planning

FOR EXAMPLE...

Christ-centered
Gospel focused
Family friendly
Outreach oriented
Welcoming atmosphere
Disciples building
STEP 2

Establish the MISSION STATEMENT

(the congregation’s purpose)
FOR EXAMPLE...

The mission of _____ Lutheran Church is teaching the Word of God so that all people may receive God’s grace and experience an intimate relationship with Jesus through a body of believers where Christians love one another and strive to live like their Savior.
Leadership’s Strategic Planning

STEP 3

Establish the CHURCH’S VISION

(a picture of how the church will look in the future as it achieves its purpose)
FOR EXAMPLE...

_____ Lutheran Church will be the center of spiritual development and outreach in our community where God is transforming people into committed followers of Christ.
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STEP 4

Set on-going CRITICAL TARGETS of ministry
Leadership’s Strategic Planning

FOR EXAMPLE...

Evangelism

Christian care

Discipling people into ministry
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STEP 5

Set OUTCOMES with each target or area of ministry

an outcome is a sentence describing the result(s) in each target the church sees as vital
Christian Care:

Members of our congregation are sensitive to the needs of both those within our congregation and within our community, are equipped to respond to those needs in the name of Jesus and are meeting those needs regularly.
Leadership’s Strategic Planning

STEP 6

Set INDICATORS for each outcome

(indicators describe a future condition which shows the outcome has happened)
FOR EXAMPLE...

Christian Care:

The needs of our community are known to leadership.

Programs exist which regularly train people for ministry to others.

Those trained in care are also able to share their faith in Christ.
THUS ENDS THE STRATEGIC PLANNING PHASE
From Mission to Ministry

Values

Mission

Vision

Actions
Operational Planning

**OPERATIONAL PLANNING**

may be done in a retreat setting involving

all areas ("units") of ministry

(such as boards, ladies’ ministry, youth ministry, Sunday school, etc.)
Operational Planning

STEP 1

Develop a STATEMENT OF PURPOSE

for each area (unit) of ministry

(in the case of a board, this statement may already exist in the constitution)
FOR EXAMPLE...

The purpose of our youth ministry is to involve young adults in ministering to our junior and senior high youth to grow in their relationship with Jesus Christ and to involve them as disciples in ministries appropriate to their gifts.
STEP 2

Develop PRIMARY RESPONSIBILITIES through which each area (unit) accomplishes its purpose

(in the case of a board, these responsibilities may already be stated in the constitution)
FOR EXAMPLE...

In accomplishing our purpose for youth ministry we will not fail to:

• Provide Sunday Bible classes
• Provide retreat opportunities for youth
• Involve youth in service projects
• Connect youth in small groups during the week
STEP 3

Develop the IMPACT POINTS for each area (unit) of ministry
### Operational Planning

**FOR EXAMPLE...**

**MEASUREMENTS**

<table>
<thead>
<tr>
<th>RESPONSIBILITIES</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
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</thead>
<tbody>
<tr>
<td>A</td>
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</tbody>
</table>
STEP 4

Develop AREA (UNIT) GOALS around each Impact Point

(a GOAL is a statement of WHAT we want happening)
**FOR EXAMPLE...**

**MEASUREMENT**

<table>
<thead>
<tr>
<th>RESPONSIBILITY</th>
<th>MEASUREMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Youth Retreats</td>
<td>Those trained in care are also able to share their faith in Christ</td>
</tr>
</tbody>
</table>

**GOAL:**
High school youth involved in our nursing home visitation program are sharing their faith with those for whom they are reading.
STEP 5

Develop SPECIFIC, ATTAINABLE, MEASURABLE OBJECTIVES
to accomplish each area (unit) goal

an objective is a statement of steps by which we will reach our goal
FOR EXAMPLE...

**GOAL:** High school youth involved in our nursing home visitation program are sharing their faith with those for whom they are reading.

**OBJECTIVES:**

• By September, materials on personal faith sharing will have been selected.

• By October, a teacher of these materials will have been recruited.
STEP 6

Develop ACTIVITIES for each objective utilizing an accountability grid

ACTIVITY is the work assigned to specific persons or groups to achieve the objective within a specified time frame
FOR EXAMPLE...

**OBJECTIVE:** By September, materials on personal faith sharing will have been selected.

**ACTIVITIES:**

- John and Sue will research materials available and will report to the Youth Task Force at our August meeting.
- The Youth Task Force will select the materials in August and Tom will order the materials by August 15.
STEP 7

This final step in the operational planning is to be done by a LEADERSHIP TEAM . . .
STEP 7

Develop a RESOURCE PLAN in which the goals and objective are laid out on a time table (which could be over several years) and considerations are given to . . .
STEP 7 (continued)

Finances needed to support the goals and objectives

Facilities needed to support the goals and objectives

Assignments are then made for persons / groups to work on plans to respond to financial and facility needs.
THUS ENDS THE OPERATIONAL PLANNING PHASE
From Mission to Ministry

Values

Mission

Vision

Actions
Faith Enhancing Congregations
Indicators of Growing Into Maturity in Christ...

- Acting and Serving
- Trusting and Believing
- Experiencing the Fruits of Faith
- Sharing the Good News
- Integrating Faith and Life
- Seeking Spiritual Growth
- Nurturing Faith in Community
- Holding Life-Affirming Values
- Advocating Social Change
GOD

Relationship with God ("vertical")

Serving and reaching others ("horizontal")
Relationship with God ("vertical")

Serving and reaching others ("horizontal")
Relationship with God ("vertical")

Undeveloped faith
Growing into maturity

Serving and reaching others ("horizontal")
Serving and reaching others ("horizontal")

Integrated faith
Growing into maturity
Undeveloped faith
Relationship with God ("vertical")

GOD
Relationship with God ("vertical")

Growing into maturity

Integrated faith

Undeveloped faith

Serving and reaching others ("horizontal")

FAITH MATURITY
Qualities of Faith Enhancing Congregations

- Empowering Leadership
- Engaging Climate
- A Clear Vision
- Caring Community
- Support for Families
- Effective Christian Education
- Inspiring Worship
- Evangelism and Mission Emphasis
PLANNING AROUND OUR MISSION
Values

Mission

Vision

Actions
Q&A