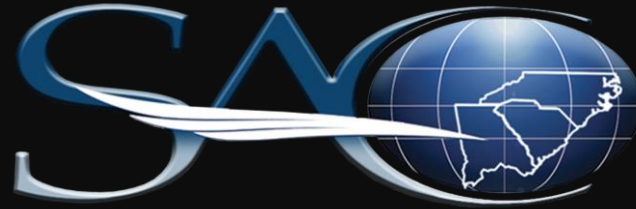


Strategic Planning Basic Training

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Content Overview

1. Why Strategic Planning?
2. Sources of Information for Effective Strategic Planning
3. The SWOT Analysis/Survey
4. Data Analysis and Information Grouping
5. Developing Strategic Objectives
6. Writing a SMART Strategic Plan
7. Implementing and Evaluating the Strategic Plan



Why Strategic Planning?

Why Strategic Planning?

1

Without a plan,
there's no clear
sense of direction

2

Examination of
facts and realities
affecting church
mission

3

Provides a unifying
and motivational
influence for local
church missions



Sources of Information for Effective Strategic Planning



Sources of Information for Effective Strategic Planning

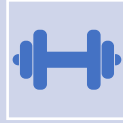
1. Church Vision Statement
2. Church Mission Statement
3. Community Demographic Analysis – Latest Census Report
4. Church Members Viewpoint Survey (SWOT)
5. Govt: City Council, County, Law Enforcement, Board of Ed.
6. NGOs: Nonprofits, Chamber of Commerce, United Way
7. The Media



The SWOT Analysis/Survey

The SWOT Analysis

A SWOT analysis is a framework used in a business's strategic planning to evaluate its competitive positioning in the marketplace. The analysis looks at four key characteristics that are typically used to compare how competitive the business can be within its industry. A proper SWOT analysis can give you a fact-based analysis to make decisions from, or it could spark your creativity for new products or directions. ~ Forbs.com



Strengths



Weaknesses



Opportunities



Threats

The SWOT Analysis

Examination of Internal Factors

- **Strengths** – “Your Strengths are internal positives about your company that you can control and that often provide you with a competitive advantage.”
- **Weaknesses** – “A Weakness is an adverse internal attribute about your company that negatively takes away from your Strengths.”

Examination of External Factors

- **Opportunities** – “An Opportunity is an external factor that provides promise or is likely to contribute to your potential success.”
- **Threats** – “A Threat is an external factor that you have no control over, which could negatively impact your success. These are typically acknowledged so that you can provide a plan to overcome each one.”

Examples of Local Church Strengths

1. Outstanding, highly rated music ministry
2. Transformational worship experience
3. Excellent, Effective, Exciting Children's Church
4. Ideal location
5. Clean, attractive facility with adequate space for events
6. Beautiful curb appeal (including well-maintained parking lot)
7. Well-known community ministry such as a pantry
8. Effective, well-followed media ministry
9. Notoriety as a warm, loving church

Examples of Local Church Weaknesses

Uninspiring or antiquated church music

Unimpressive worship experience

Insufficient Children's Ministry (or no children)

"Hidden" or difficult church location

Unattractive church facility

Little or no community engagement

Missing or poorly maintained website and media ministry

Notoriety as a conflicted church

Examples of Local Church Opportunities

1. Population boom (including immigrant groups)
2. Government or other grants for community improvement projects
3. Govt. leaders asking for nonprofit sector help for social programs
4. Law enforcement initiatives for empowering youth, ex-offenders
5. Food desert realities
6. Homelessness
7. City and nonprofits needing meeting space for community events
8. Nonprofit partnerships
9. Niche areas that no one else is currently filling

Examples of Threats to Local Church Mission

1. Population decline
2. High and increasing unemployment
3. Antagonism toward our message by area pastors
4. Crime-ridden church location
5. Local ordinances that hinder or prohibit church activities
6. Demographic shift around church





Summary of the SWOT Analysis

1. The SWOT analysis is a critical component of the strategic planning process – it's a reality check against assumption ministry
2. The SWOT analysis will reveal a picture of what you're working with and provide data to aid in determining your strategic objectives
3. Internal and external factors exert various influences on the local church's ability to carry out it's gospel mandate for their community



Data Analysis and Information Grouping

Data Analysis and Information Grouping

1. The SWOT Analysis produces data, lots of data
2. A select committee or the Church Board should meet to sort the data produced by the SWOT
3. Data should be grouped according to themes and trends
4. A picture begins to emerge regarding what strategic priorities should be addressed in the strategic plan
5. Summarize each area or category of data in 1-3 sentences



Data Grouping and Summary Statement

- 1. Data Grouping Example** – Use terms such as: Facility, Worship Service, Curb Appeal, Youth Ministry, Money, etc., as you see themes and trends emerging from the data. Group the expressed concerns or affirmations under their relevant categories.
 - 2. Summary Statement Example** – Children’s Ministry: The data shows that there is a wide cross-section of members who feel that we could do better in the area of Children’s Ministry. This matter was mentioned by at least 45 respondents to the SurveyMonkey.
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Data Grouping Examples

Children's Ministry

- We need more children
- We need to improve our children's ministry classrooms
- We don't have enough contemporary children's ministry resources
- We need more qualified people working in children's ministry

Church Facility and Grounds

- The restrooms don't feel inviting
- The restrooms are dated
- One men's room commode has been stopped up every week
- The driveway needs to be pressure washed
- The flowers and shrubs along the sides and front of the church need to be updated



Developing Strategic Objectives



Developing Strategic Objectives

1. What themes do you see emerging?
2. What trends are evident in the data?
3. Use this information to list potential objectives
4. The committee will then meet to prioritize the list for missional relevance and resource availability (this may mean listing priorities by year in a multi-year strategic plan, which is preferable)



Writing a SMART Strategic Plan

What are SMART Goals?

Every successful business has clearly set and articulated goals to attain specific objectives. SMART Goals is an acronym for specific, measurable, attainable, relevant, time-based objectives.

SPECIFIC 	MEASURABLE 	ACHIEVABLE 	RELEVANT 	TIME-BASED 
<p><u>Answer the 5W's:</u></p> <ul style="list-style-type: none">• Who's involved?• What do I want to accomplish?• When do I want to achieve this?• Where does my goal take place?• Why is the goal important?	<p>What metrics are you going to use to determine if you meet the goal?</p> <p>If it's a project that's going to take a few months to complete, then plan and set some milestones by considering specific tasks to accomplish.</p>	<p>The goal is meant to inspire motivation. Think about how to accomplish the goal and if you have the tools/ skills needed.</p> <p>If you don't currently possess them consider what it would take to attain them.</p>	<p>A goal needs to align with your company objective.</p> <ul style="list-style-type: none">• Does this seem worthwhile?• Is this the right time?• Does this goal align with my other goals?• Am I the right person to be working on this project/task?	<p>Anyone can set goals, but if it lacks realistic timing, chances are you're not going to succeed.</p> <p>Ask specific questions about the goal deadline and what can be reached and accomplished within that time period.</p>

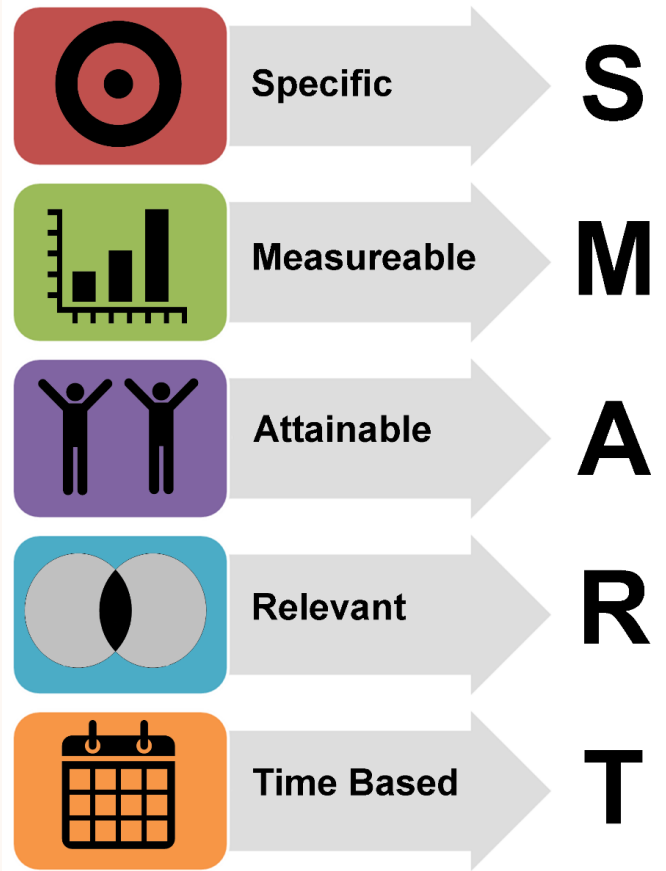
SOURCE: <https://blog.newmanministry.com/how-to-set-smart-goals-in-2023>

Our Goal: To improve our outreach effectiveness and nurture to our own children and our neighborhood children.

Writing the Strategic Objective: Refurbish the children’s ministry classroom (change carpet, new paint scheme, replace all furniture, new window treatments, update lighting) and install new audio/visual equipment and big screen TV, purchase updated instructional resources and new toys, and rebrand children’s ministry as the “Kid’z for Christ Creative Center” with their own YouTube Streaming Channel by the end of March 2024. Recruit and train additional staff.

[An example of how to write a strategic objective in your strategic plan](#)

Does Your Objective Meet the SMART Test?



- **Specific** – See list of tasks to be done
- **Measureable** – 100% completion of the listed tasks by end of March 2024
- **Achievable** – The funds are available to complete this objective in the allotted time
- **Relevant** – This will help us realize our goal of effective ministry to more children
- **Timely** – By the end of March 2024

Writing Organizational/Ministry Goals

What shall we do?

- *The goal*

How shall we do it?

- *Game plan, action steps, play book*

Who shall be responsible for doing it?

- *If somebody isn't assigned to do it, when the completion date arrives everybody will discover that nobody did it, because it was assumed that anybody could do it*

When shall it be done?

- *Start and completion date*

What is the current status?

- *Progress report*

Evangelism & Church Growth

GOAL	STRATEGY	START DATE	COMPLETE	ASSIGNED TO
12 Soul Winners	Train & Develop Engage-CONNECT Ministry Team	Jan 4	Jan 25	Pastoral Staff
150 Attendance	Reclaiming Ministry & Evangelism	Jan 4	June 27	COAD & Engage-CONNECT
175 Attendance	Reclaiming Ministry & Evangelism	Jan 4	Nov 28	COAD & Engage-CONNECT
50 New Members	COAD/MCRC/Engage-CONNECT & Pastoral Evangelism	Jan 4	Nov 28	All + Media
Reconnect 20 Members	Train & Mobilize Engage-CONNECT Team	Jan 11	Nov 28	Engage-CONN
Accurate Membership	Conduct Membership Audit	Jan 12	April 11	Church Board

Communication Ministry

GOAL	STRATEGY	START DATE	COMPLETE	ASSIGNED TO
Effective Communication	Recruit & Train Communication Team to Carry Out Duties	Dec 14, 2019	Jan 25	Pastor
4 Stories in South Tidings	Send '19 Cantata/'20 Consecration/'20 Law Enforce/MCRC Anniversary Weekend, etc.	Dec 21, 2019	Nov 28	G. Griffiths
Facebook Page Upkeep	At Least Weekly Updates to FB Page (stories with pics)	Jan 4	Continue	G. Griffiths
Church Website Upkeep	At Least Weekly Updates to Website (stories with pics)	Jan 4	Continue	G. Griffiths
Capture Memories	Take Lots of Pics of Every Event and Church Service	Jan 4	Continue	Team Photographer
Douglas County Sentinel	Send Feature Stories and Announcements Regularly to Newspaper	Jan 8	Continue	G. Griffiths

Media Ministry

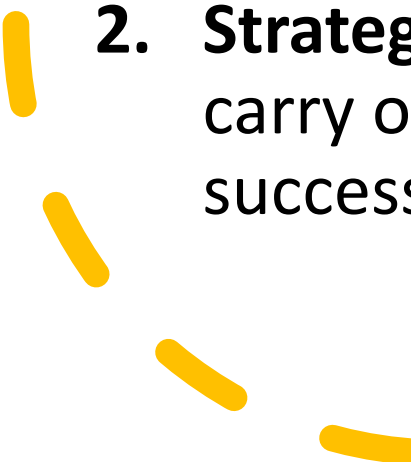
GOAL	STRATEGY	START DATE	COMPLETE	ASSIGNED TO
72" Rear Monitor	Fundraising Effort to Purchase Equipment	Dec 8, 2019	January 25	Media Ministry
Fix Audio Issues	Bring Sanctuary Sound Within Acceptable Decibels Through Sound Board for Improved Hearing Comfort for All and Professionally (by Contract) Tune and Correct Sound Board Issues	Dec 8, 2019	Jan 31	Church Board, Media, Music
Live Stream Services	Obtain Broadcast Equipment	Dec 8, 2019	Jan 31	Pastor & Media
	Recruit and Train Broadcast Crew	Jan 11	Feb 22	Pastor & Media
	Go Live via YouTube Channel	Feb 22		Pastor & Media



Implementing and Evaluating the Strategic Plan



Implementing and Evaluating the Strategic Plan

- 1. Implement the Plan!** - Many churches create strategic plans that never get done in full, and some don't even start after it is voted. A specific person or group of people must be identified and assigned in the written strategic plan to carry out or oversee the completion of EVERY single strategic objective! The strategic plan cannot implement itself! Orientation and training are vital for success.
 - 2. Strategic Alignment** – Every church officer and ministry team must carry on their function in a manner that leads to the complete and successful implementation of the voted strategic plan.
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Implementing and Evaluating the Strategic Plan

1. Present and vote the strategic plan during a church business meeting
2. Plan an official launch of the strategic plan during the Sabbath morning service (involve diverse participants)
3. Introduce and thank the team who helped develop the plan
4. Conduct 6-month reviews of the implementation phase of the strategic plan, making benchmark (usually measurement and time and sometimes personnel) adjustments as deemed necessary



Question and Answer Forum

