



## Visioning and Strategic Planning Report



January 4, 2009



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## **Visioning and Strategic Planning Process Overview**

### **2007**

- Consideration of the major visioning work of the following task forces:
  1. Communications Outreach
  2. Exemplary Youth
  3. Evangelism / Northwest Quadrant
- Research and analysis of our congregation's demographic makeup and trends by the Planning and Evaluation Team.
- Strengths and weaknesses assessment and group discussion of where we want CtK to be in five years attended by 30 members and staff.

### **2008**

- Visioning by over 60 members participating in a congregation-wide leadership retreat. The four-hour interactive session provided an opportunity for members and staff to engage in dialogue and brainstorm around ten critical questions/topics pertaining to the future of Christ the King.
- Identification and assessment of CtK's "current state" through a SWOT (strengths/weaknesses/opportunities/threats) brainstorming process by a group of members and staff.



## Process Overview (continued)

### 2008 (continued)

- Summarizing the key messages and issues emerging from the completed steps listed above by a group of congregation members.
- Working on Vision and Strategic Challenges by Council at monthly meetings from July through September.
- Developing discussion drafts of 1) CtK's vision statement and 2) key strategic challenges, and providing these to the congregation for feedback and further development.
- Congregation feedback meetings held and input provided.
- Congregation Council approves Vision Statement and Strategic Challenges.
- Council subcommittee develops CtK Strategic Objectives
- Council subcommittee develops CtK Strategic Outcomes and Measurements
- Council approves CtK Strategic Outcomes and Measurements at November meeting.
- Council approves CtK Strategic Objectives at December meeting.



## Process Overview (continued)

### 2009

- On-going strategic planning and governance communication processes established by committee of members.
- Ongoing strategic planning processes established by Council Subcommittee.
- Members participate in a congregation-wide leadership retreat. The three hour interactive session provides an opportunity for members and staff to engage in dialogue about and establish the Guiding Principles that will lead CtK decisions through the strategy development planning stage.
- Visioning and Strategic Planning Report to the Congregation.



## Mission Statement

The foundation of our organizational visioning and strategic planning is Christ the King's current **MISSION** statement:

***GUIDED BY THE GOSPEL, it is the mission of Christ the King Lutheran Church to make disciples for Jesus Christ by inviting and welcoming all to serve God and God's people by joining in:***

- ***GATHERING for worship and fellowship***
- ***GROWING in faith and understanding***
- ***GIVING of ourselves and our resources***

We recommend affirmation of the current mission statement, as it represents very well who we are and what we are about.



## **Guiding Principles**

To be established by members participating in Christ The King strategic planning retreat in January 2009.



## Vision Statement

A **VISION** statement creates growing anticipation about the future, where change is embraced as a step to take us closer to that very compelling picture (vision) of our desired future.

The Council recommends the Congregation adopt the following new vision statement that focuses our efforts as a church and provides the basis by which we measure results.

***Christ the King Lutheran Church is a growing community where people of all ages are inspired and transformed to live for Christ.***

***Creating faith for life through EXCELLENCE in:***

- ***Worship***
- ***Music***
- ***Education***
- ***Service***
- ***Outreach***



## Internal and External Analysis

Internal and external analyses performed included:

- Personnel Local Lutheran Church Budget Survey
- SWOT (Strengths, Weaknesses, Opportunities and Threats)
- Demographic



## Strategic Challenges

The Congregation, Council and Staff invested many hours identifying and considering our strategic challenges. We identified the following top six to address as we pursue our vision.

**Succession Planning:** We need succession plans for staff positions that will turn over due to future retirements.

**Membership Demographics, Declining Membership Numbers and Attendance:** Our membership, attendance and number of people involved in service have been gradually declining. Unless we attract new, young families, an aging congregation like CtK is threatened with declines in membership and giving as more senior members cease to be able to support the ministry with their involvement and gifts.

**Organization Structure and Vision:** Our current organizational structure is not meeting church needs. Some teams are not functional and have had a hard time recruiting new members and leaders.

**Resistance to Change:** Change is often difficult for people. It is especially difficult for organizations with past periods of great success. Change often does not occur until a sufficient number of stakeholders feel enough pain to accept the need for change.



## Strategic Challenges (continued)

**Facility/Space Flexibility:** Our chancel area needs refurbishing and updating. We want to provide a space that is flexible enough to accommodate all forms of Christian worship including traditional and contemporary, where everyone can hear, see, and participate in a meaningful way.

**Communication:** Our communication mechanisms/methods need updating as well as our brand identification/image for marketing. A communication task force researched and developed a plan with specific recommendations. Technology is changing the way people prefer and expect communication and information access. Such new-generation communication tools and methods require a dedication of resources.



## Strategic Objectives

1. Provide outreach programs that effectively share the good news of God's love to people in our community, country and across the globe.
2. Provide quality music, youth, education and worship programming such that Christ the King is known in the community for outstanding programs in these areas: Worship, Music, Education and Service.
3. Effectively market who we are and what we have to offer to the community at large.
4. Provide systems where information, ideas, input and feedback are effectively communicated among members of all ages.
5. Provide a space that is flexible enough to accommodate all forms of Christian worship including traditional and contemporary where everyone can hear, see, and participate in a meaningful way.
6. Create a culture where Lutheran heritage and Christ the King traditions are respected and where new ideas and innovations attractive to new and prospective members are appreciated and embraced.
7. Provide effective organizational structure and staffing to enable Christ the King to realize her vision and accomplish her mission.
  - a. Succession plan (as one strategy)
  - b. Establish and maintain strategic plan



## Strategic Outcomes and Measurements

Our desired strategic outcomes are positive trends in all of the following measurements.

1. Trend of people attending worship.
2. Trend of survey findings reporting quality and satisfaction with worship, music, educational programming and service/ volunteer opportunities.
3. Trend of people participating in musical programming (track separately and in total children, youth, adults and senior citizens).
4. Trend of number of people participating in educational offerings.
5. Trend of survey findings reporting people integrating bible study, prayer and devotions at home.
6. Trend of people participating in service/volunteer opportunities (track separately and in total).
7. Trend of survey findings reporting CTK brand awareness in the surrounding communities.



## **On-going Planning and Communication Processes**

On-going strategic planning processes to be established by subcommittee of Council in January 2009.

Governance and strategic planning communications processes to be established by committee of members in early 2009.



## **Strategy Plan Development and Action Plans**

To be developed in first six months of 2009.



## **Action Plan Implementation and Annual Plan Updates**

On-going after June 30, 2009