



STRATEGIC PLANNING FOR CHURCHES

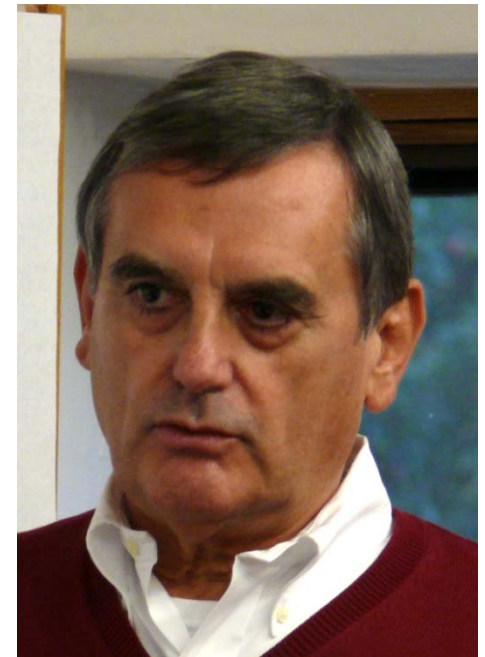
Faithfully Facing the Future

Introductions



Betsey Mauro, Dean
Center for Congregational Leadership
Olivet Congregational Church
Olivet, Michigan

Jim Hopkins
Riverpoint Congregational Church
West Warwick, Rhode Island



Strategic Planning



Rockland, ME

Colebrook, CT

North Anson, ME

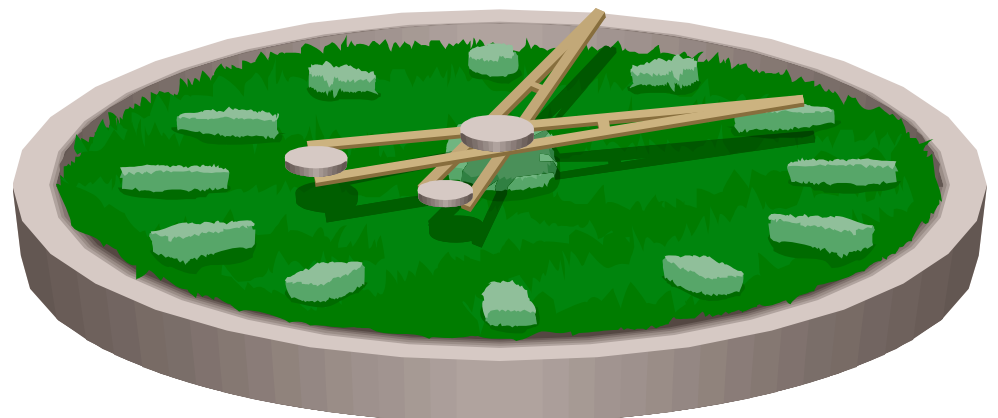
Warren, ME

West Warwick, RI

NACCC

Our Time Today

- Rationale for Strategic Planning
 - Why
 - When
 - How Often
- Strategies for Strategic Planning
 - Brainstorming
 - Getting Going
 - Drawing Conclusions



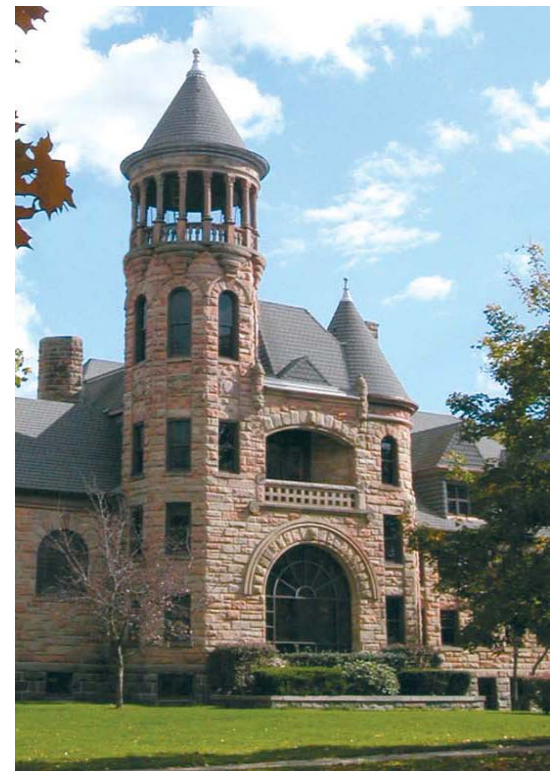
Our Time Together

- One and a half hours
- Informal
- Interrupt speakers with questions, observations, concerns, etc.
- Our goal:
 - To have you take home the information that can best help you and your church



Strategic Planning

- The Center for Congregational Leadership
 - New Ministry of the NACCC
 - As Dean, I am responsible for all of the continuing education concerns of the NACCC for churches, clergy, church leaders and laity
 - I also visit churches and state regional associations



Strategic Planning: A Hot Topic

- Email: “Our Church Council has come to see that it is time for us to explore the form and structure of our church - looking to determine whether or not our traditional board format is the best form in which we could carry out our ministries. With this in mind, I am hoping some of you might have some recommendations regarding texts that could help guide us in this exploration. I have not done a lot of reading in this area, and we would like to find anything that might help us examine this question in our congregation...”



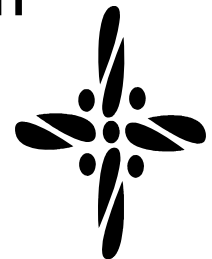
Strategic Planning: A Hot Topic

- Two more requests within three weeks
- Contacted the Moderator of the Michigan Council of Congregational Christian Churches
- We partnered to hold a seminar on governance
 - 45 people attended
 - Laity outnumbered clergy 2 to 1



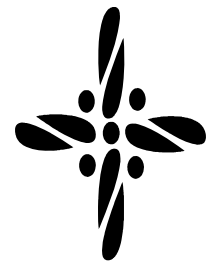
What are the driving questions of governance?

- We can't get enough volunteers to fill all our board and committee slots.
- We can't get younger people to join our committees and we need fresh voices.
- We can't seem to make changes in our church without upsetting someone.



What are the driving questions of governance?

- When someone proposes something new, it automatically gets shot down.
- We have great ideas but we can't seem to do anything.
- Committee meetings are boring. I don't feel like I'm contributing anything.
- I've got too much to do to waste my time in meetings. I do enough of that at work.



What are the driving questions of governance?

- All we ever do is talk.
- There's too much politics in the church. I think church should be different.
- I'm happy to help out, but I can't make a three year commitment!
- Does any of this really matter?



What are the purposes of governance?

- ❑ To establish community norms
- ❑ To structure the organization for legal purposes
- ❑ To communicate clearly how the objectives of the organization are structured
- ❑ To drive organizational purpose
- ❑ To make clear the lines of institutional authority



Governance = Bylaws

- They give members a guideline as to how business will be conducted in the community
- They promote transparency
- When followed, they protect trust
- But.....

Bylaws ≠ Purpose

- Bylaws and purpose are not the same thing
- Bylaws are a tool
- Bylaws are intended to serve the mission, purpose and ministries of your church
- Before you change your bylaws:
 - ▣ Determine what you are about (Mission)
 - ▣ How you hope to be in the future (Vision)

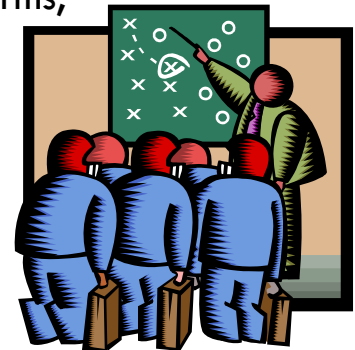


WHAT IS STRATEGIC PLANNING?

- Strategic Planning is the process by which an organization envisions its future and develops strategies, goals, objectives and action plans to achieve that future.

- Glossary Project of Management Terms,
www.visitask.com

- In order for an organization to determine where it is going, it needs to know exactly where it stands, then determine where it wants to go and how it will get there.



Said Spiritually:



- How do we fulfill our holy purposes?

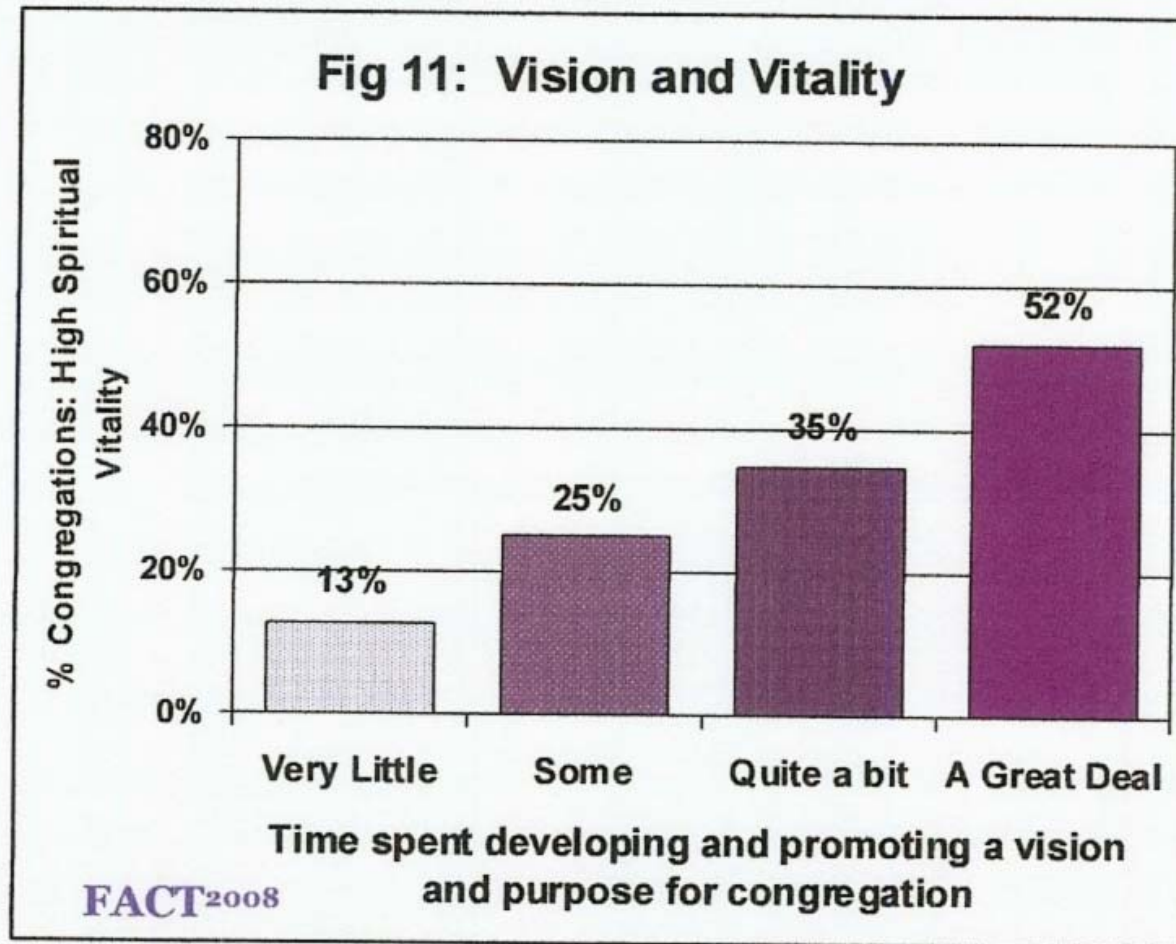


Purpose is directly connected to Vitality

- FACT Report: “Faith Communities Today”
 - 2001 / 2008
 - “Churches with a clear sense of purpose feel vital and alive.”
 - In contrast to feelings of unity based on heritage (the past) this center of cohesions looks to the future.”

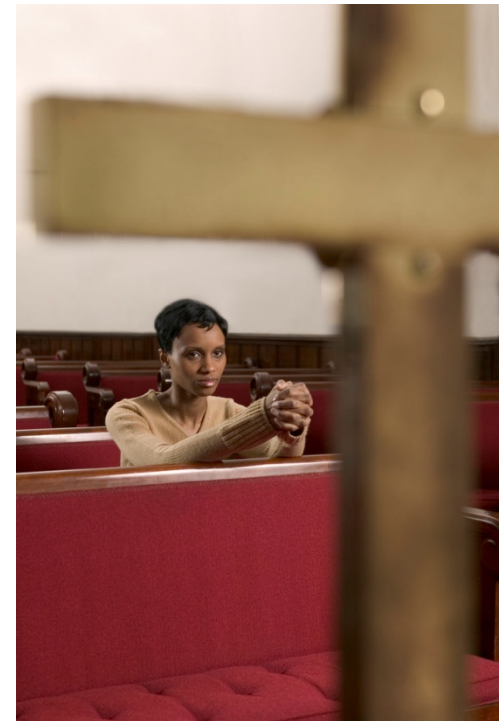


FACT Report: “Faith Communities Today”



Vitality over Denominationalism

- Religious Landscape Survey, Pew, 2008:
 - 48% of Protestants have left the church of their childhood
 - 20% of Congregationalists have left for no religious affiliation



Retention of Childhood Members Among Protestant Religious Groups

	Did not change	Changed to ...						No religion	
		New Prot. family	Evangelical churches	Main-line churches	Hist. black churches	Non-Prot. religion/DK			
<i>Among those raised ...</i>	%	%	%	%	%	%	%	%	
Protestant	52	28	15	10	3	7	13	=100	
<i>Largely Evangelical Families</i>									
Baptist	60	23	12	8	4	6	11	=100	
Nondenominational	44	27	16	11	1	10	19	=100	
Pentecostal	47	35	23	8	3	6	12	=100	
Restorationist	46	35	21	13	1	6	13	=100	
Holiness	32	51	36	9	5	4	13	=100	
Adventist	59	23	10	6	6	7	10	=100	
Anabaptist	40	51	29	20	2	2	7	=100	
<i>Largely Mainline Families</i>									
Methodist	47	32	19	11	3	8	12	=100	
Lutheran	59	19	10	9	*	9	13	=100	
Presbyterian	40	36	16	18	1	9	14	=100	
Anglican/Episcopal	45	23	10	11	2	12	20	=100	
Congregationalist	37	35	15	17	2	9	20	=100	

Due to rounding, figures may not add to 100.

Three Phases of Planning

- Phase I: Getting Ready
 - Educate the Congregation
 - Select and Educate the Committee
- Phase II: Gather Data
 - Internal
 - External
- Phase III: Chart Your Course

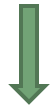


Know your Road Map

□ Mission (your fundamental reason for being)



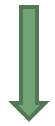
□ Core Values (how you will be together)



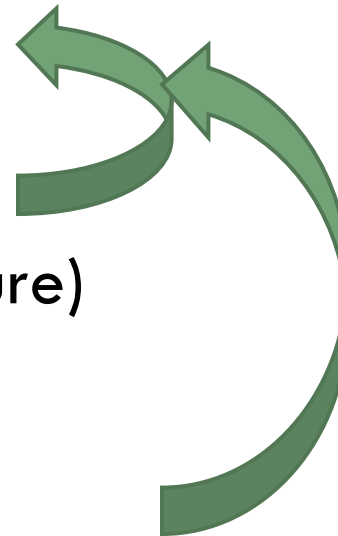
□ Vision (where you want to be)



□ Strategic Plan (how you fulfill your reasons for being into the future)

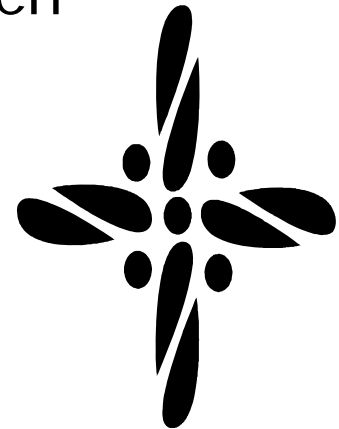


□ Annual Goals



Why ?

- From Betsey's presentation ...
 - Churches with a clear sense of purpose feel vital and alive
 - Vision is important to vitality
 - Strategic planning is a conversation ... a structured activity in which spontaneous things happen
 - A prioritized plan focuses action
 - Action leads to results



Brainstorming

- Why
 - Encourages open thinking
 - Gets all involved
 - Participants build on each other's ideas
 - Generates ideas in a setting free of criticism and judgment
- References
 - *The Memory Jogger* – goalqpc.com
 - Google – “Brainstorming”



Beginning

- Create thinking distance
 - Bring out the ideas
 - Implementation comes later
- Set the scene ..
 - You've been away from your church for 20 years. When you return you find it is all that you hoped it would ever be. Why?



Drawing Conclusions

- Gather ideas
 - Group similar ideas / discard duplicates
- Vote
 - Red dots
 - Rules
 - Depends on
 - size of group and
 - number of ideas



Strategic Planning in Churches is:

- A Structured Conversation
 - It is both prepared and spontaneous
 - Relational
 - Change happens through conversation
 - Trusts the Holy Spirit is already at work



Holy Conversations: Strategic Planning as a Spiritual Practice for Congregations
Gil Rendle and Alice Mann, Alban Institute, 2003

Strategic Planning in Churches is:

- **Spiritual Discernment:**
 - Planning is a structured conversation about what God calls us to be or to do
 - Your distinctive vocation

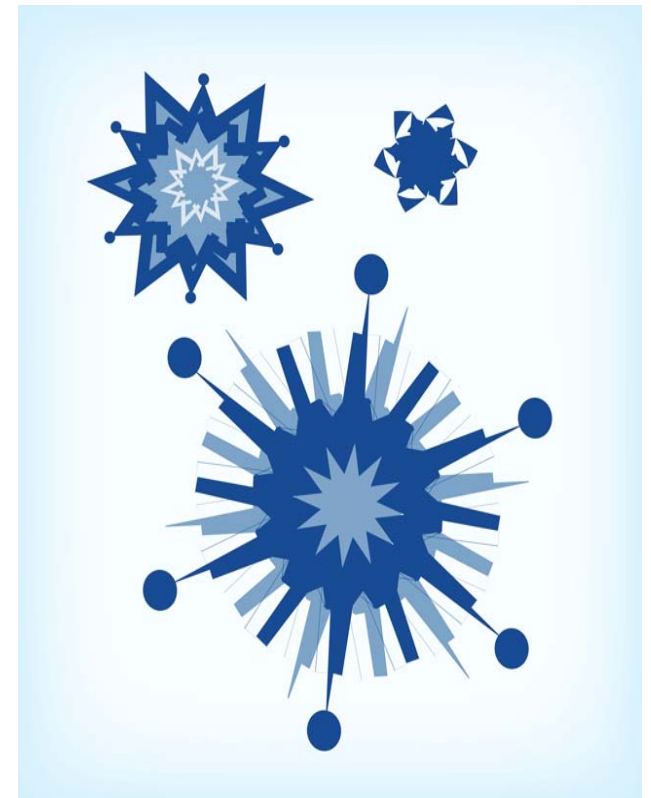


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Strategic Planning in Churches is:

- Uniquely shaped
 - To specific questions you are facing
 - To the congregation's culture/style
 - To the energy available

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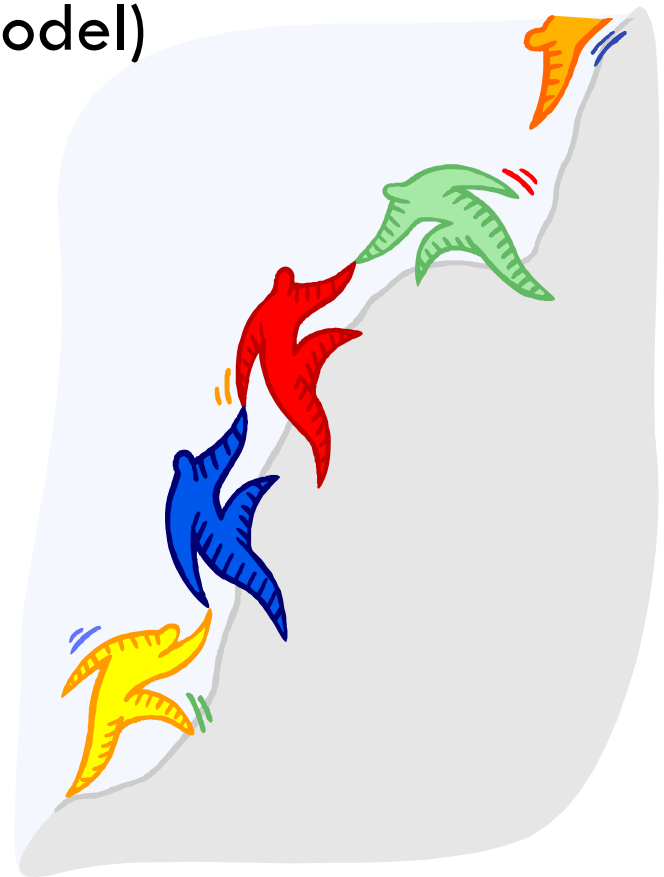


When to do Strategic Planning

- Answer: It depends.
 - On the readiness of your lay and clergy leadership
 - On the health of your congregation
 - On your current circumstances
 - On the scope of your goals
 - to solve a problem – short term in nature
 - to continue your development – longer range; assumes that most things are going right and you are identifying your next frontier; every four to six years
 - “frame bending” – asks essential questions of identity: who are we and what are we called to do? Hardest to do.

Resources

- Books (particularly Alban Institute)
- Websites (Carver Governance Model)
- Other Churches
- Consultants
- Percept (demographics)



Your Turn

- Comments
- Questions
- Ideas
- Experiences

