

King of Kings
Lutheran Church
San Antonio, Texas



VISION 2010

EXECUTIVE SUMMARY

Update: 03.24.07

EXECUTIVE SUMMARY

2007

The Vision 2006-07 Strategic Vision Process in Review

Step One – Mission Statement – (completed – 01/28/06)

A mission statement is a clear concise statement for the unique reason or purpose for the existence and efforts of our congregation. It answers the question “Why do we do what we do?”

Step Two – Core Values Audit – (complete – 01/28/06)

Core Values are the constant passionate, enduring, Biblical core beliefs that drive our congregation’s ministries. They answer the question “How do we want to be as we carry out our Mission and Vision?”

Step Three – Vision Statement and Vision Picture – (3rd draft complete – 04/24/06)

A clear description of the preferable future given by God through His chosen servants, based on an accurate understanding of God, the ministry, current world and community conditions embodying the current key leverage points and strengths with which God has equipped us to carry out the mission to which He has called us. They answer the question “Where are we going as we carry out our Mission?”

Step Four – Key Vision Elements – (completed on 02/16/06)

Our Key Vision Elements give specific focus to our work. They are the Critical Target areas of our Vision in which we must make significant impact in order to effectively obey God’s mission and vision for our congregation for the next 1 – 5 years.

Step Five – Key Visions Matrix - (completed on 02/16/06)

A matrix of each Key Vision Element/Critical Target with the burden which drives it, the anticipated results, the beginning first action steps and the desired future condition of the congregation as a result of that Key Vision Element being carried out.

Step Six – S.W.O.T. Analysis and S.W.O.T. Matrix – (completed 04/24/06)

An analysis of the Strengths, Weaknesses, Opportunities, and Threats is done for each Key Vision Element.

Step Seven – Action Teams work on Strategies for Key Vision Elements (completed 12/31/06)

A group of people who work for a designated period of time to shape a desired outcome for its assigned Key Vision Element and to plan appropriate Action Steps which helps our congregation own and carry out the mission and vision to which God has called us.

Step Eight – Develop Comprehensive Strategic Plan (completed 01/18/07)

A smaller group draws together the timed and sequenced action steps developed by the Action Teams into a strategic plan for the next 1 – 10 years. This plan will set priorities, and will designate what actions will be carried out by whom in a designated timeframe.

Step Nine – Presentation of Vision 2010 Plan to Congregation (completed on 03/25/07)

Vision 2010 will be presented the plan to the congregation at a voter's meeting seeking an ultimate vote of approval.

Step Ten – Implementation of Plan

The congregation will begin to implement various aspects of the plan over the next one to ten years, phasing in the various parts of the Vision.

Ongoing Evaluation

On a regular and ongoing basis the members and leaders of King of Kings will pause to ask themselves whether the plan is guiding the allocation of resources and ministry efforts to consistently bring about an effective pursuit of the mission and vision to which God has called us.

Mission Statement: In a clear and simple way, our Mission Statement answers the question: "Why do we do what we do?"

King of Kings Mission Statement

*Living with Purpose to
Expand God's Kingdom,
Worship the LORD and
Strengthen His Family!*

Core Values: In a clear and simple way, our Core values answer the question "How do we want to be as we carry out our Mission and Vision?"

~ King of Kings Core Values ~

Our Core Values are Biblically based and passionately held. Core Values describe the way we want to be as we carry out our Mission and Vision

Passionate Spirituality – God is transforming us into passionate disciples of Christ who continually study His word and live out faith with prayer, action, and contagious enthusiasm. A

Family Oriented - Children, youth, and their families are prized and cherished here. R

Inspiring Worship - We value vibrant worship done with excellence that lifts Christ and the spirits of those who worship through Word and Sacraments. R

Gifts based ministry- We prize the discovery and usage of each member's Spiritual gifts and talents in being deployed to carry out God's mission.. A

Biblical, Grace oriented Teaching - Bible-centered preaching and teaching which changes lives is at the heart of our ministry. R

Courageous Faith – We are a bold church, praying and trusting God to lead us as we try new ways and structures to accomplish God's mission. A

Loving Relationships - We believe that building loving relationships centered in Jesus is key to spiritual growth, Christian nurture, and evangelism. **R/A**

Empowering Servant Leadership - Our Pastors, staff, and volunteer lay leaders are empowering servant-leaders who equip and release people to use all their gifts, abilities, and resources in God's service. **A**

Vision Statement: In a clear and simple way our Vision Statement answers the question: "Where are we going as we carry out our Mission?"

~ King of Kings' Vision Statement ~

A courageous, diverse community in Christ,
united and joyful,
strengthened and equipped,
impacting the world with the Gospel.

Vision Narrative - 2010

There we were, returning to the church we were married in just 5 years ago. "Wow, I can tell things have changed just by driving up" I said. We saw beautiful landscaping around both the Sanctuary and the Education Building. As we drove in we noticed the designated Visitor Parking now more than ever before, perhaps it is because of the more prominent signage. As I stepped out of the car, a gentleman greeted me, asking us if we needed anything. He escorted us toward the Sanctuary where we saw the Pastor visiting with a few people. Pastor Jeff hadn't changed much except for the increase of gray hair. Everyone seemed so happy to be here, and it was still early morning.

We could smell the fragrance of the landscaped walkway and knew the people here really cared about this place. After all, we take care of the things we care about, don't we? As we walked in the front doors, we wondered what else we would recognize...and would not.

Well, right away, there was a prominent Visitor's Information Center which was very inviting. We were already interested in knowing more about King of Kings and we just arrived only a few minutes ago. Someone there greeted us and gave us a packet of information as well as a CD that describes King of Kings in more detail and with pictures. There were also drawings and a model of the next phase of construction on this campus.

“Look honey,” I said. “They are building a Family Life Center.”

The Greeter stated, “Yes, we are breaking ground next month and we are very excited! It will have a full size gym, a state of the art kitchen, a music and choir room, a youth room and plenty of classrooms for our adult education as well as for the children. Some of these rooms will be used by the older folk of the congregation. You see, we have a growing Senior Adult ministry here which is very exciting. Those who are retired are not only finding friendships and Bible Study opportunities throughout the week, but there are numerous ministry opportunities of service available. And at the other extreme, our Early Childhood Development Center is also expanding as we have grown from having about 80 kids to now having 160 once this building is complete. We have a Kindergarten opening as well! Did you see the new Playground?”

“Why, no, not yet” I said.

“Well, I can take you there after the Worship Service if you like,” he said. “But now you two should probably head on into the Sanctuary for the service is about to start. Good visiting with you both!”

As we gazed into the Sanctuary, the oh, so familiar altar area beckoned us to enter. “This is what I remember,” I told my wife.

She smiled and said, “Me too!”

As we sat down, we gazed at the church bulletin. “Ahh, a good traditional service still exists at this early service,” I said, as the sweet sound of the organ played gently in the background.

My wife stated, “Yes, but look here at this description of their 10:45 service. They use multi-media with the hymn lyrics. Do you think they have lost their sense of being Lutheran?”

“I don’t think so. I know Pastor Jeff and he loved the traditional setting as much as the contemporary setting. In fact, it is probably a very welcomed change because some of the seniors or those parents with a few children don’t have to fumble with the hymnals. They can simply look up towards heaven and sing their hearts out!”

“Yeah, I suspect the children can participate better with the visual enhancements in the service. Maybe we can try it too. Sure, next week!”

After the spiritually moving worship experience, we followed our noses to the smell of the nice coffee aroma. Downstairs we were happy to see that the Undercroft had become much more hospitable as an inviting place to gather, to talk with people, to relax and to learn. We bought our “white chocolate mocha” and “Grande cappuccino” and headed over to the Adult Bible study being led by Pastor Jeff. Although we sat in the back, we were able to hear and see what he was talking about due to the clear sound system and video projectors used. Not only did we get to study the Scripture a bit this morning, but we found ourselves extremely welcomed here. People went out of their way to greet us and inquire a little about us; not in an overbearing way, but in a simply, sincere way of Christian love.

Later, we got back in our car and sat for a moment. “I can really feel God’s presence through His people here,” my wife said. Those were her first words after she closed the car door. I had to agree. Although I know that with any size family there are struggles and conflicts, the people here lived in God’s grace and demonstrated His love for one another . . . and even us visitors.

I started up the car and drove around the church campus. We saw the new playground, the marked off area of the new Family Life Center and noticed there was an exit sign I don't ever remember seeing before. It led us out onto Nacogdoches, just east of the corner gas station. As we left, I noticed the beautiful stone signage and how it reflected the majesty of the King of Kings which the many travelers on Nacogdoches could see every day.

When we arrived at home, my wife and I both were eager to pop in the CD that gave more information about the ministry of King of Kings. In addition to the web link, (and whose website by the way is fabulous and informative) we saw photos of many LIFE Groups, the Home Huddles, ministry groups like GLAD, the Braille Group, the ECDC staff interacting with the children, the 3 strong youth groups, Elementary, Jr Hi and the Sr Hi, and much, much more. The music department had grown in numbers as well as type of groups that played. In addition to the Adult Choir, Handbells, children's chimes and Praise Team, I saw pictures of a brass and string quartets, not to mention the youth band that played at their monthly Youth Oriented Worship Service.

As I peaked into a file on the CD, I noticed their future plans included a satellite campus in the Bulverde area. They would be buying some land and developing another place of worship, study and mission in that area. Plans to call an Associate Pastor was in the works because Pastor Doria and the current Assistant Pastor would need the help.

As my wife and I finished looking at the CD, we felt like we had a good understanding of the life and purpose of the people of God at King of Kings. They were truly carrying out their mission: "*Living with Purpose to Expand God's Kingdom, Worship the LORD and Strengthen His Family.*" They were growing as brothers and sisters, as the family of God, committed to their vision: "to be and to build godly homes where people are moved by the Spirit from being nonbelievers and uncommitted individuals to becoming strong and passionate followers of Jesus Christ, living out their life's purposes as the Father directs them."

Vision Picture - 2017

Imagine you turn on your television after a long day at work, turn to the nightly news channel and here is the top story of the local news telecast:

“Local News at 10 – Top Story”

The King Grows Strong in San Antonio”

The year is 2017, 500 years after Martin Luther sparked the Reformation when he nailed the 95 theses on the Castle Church door in Wittenberg, Germany. A local Lutheran church named King of Kings remembers this special day as well as its own history. Here is a brief look at this dynamic congregation. King of Kings is a mission minded church where people come to be strengthened in their faith and recharged for life's opportunities. The members are joyful and friendly as they grow in the realization of the freedom found in the Gospel and the forgiveness that is offered in Christ Jesus. Furthermore, the atmosphere

has a great sense of hospitality and comfort which fosters relationship building. Due to following their mission statement, “*Living with Purpose to Expand God’s Kingdom, Worship the LORD and Strengthen His Family,*” God has blessed them with 1,200 baptized members and an average worship community of 600 every weekend, which includes services on Saturday and Monday evenings. Yet, amazingly, even with this growth, there is a strong homelike feeling where people know you and care for you in a genuine, Christian way.

King of Kings has become a church filled with LIFE . . . LIFE Groups. These LIFE Groups are seen in various ways such as in their 50 Home Huddles and many service based groups like the long time running Braille and GLAD groups as well as the newer Nursing Home Ministry Team, the Little League church sponsored teams, and the official ECDC Baby Holders and Support Team. There are many other LIFE groups not mentioned, but the Narthex has all this information easily available in full color documents at the extended Guest Information.

Speaking of the Narthex, it is not the Narthex of old, back in the early part of the century. They have built an addition on the front of the Sanctuary with a huge inside gathering area that is used for social fellowship, small group Bible studies during the Bible class time, and of course, Guest Information. The numerous “love seat & chair” combinations create several distinct areas for genuine discussions amongst this family of God.

The King’s Youth Ministry continues to grow under the leadership of the dynamite Director of Christian Education (DCE). Not only are there numerous youth Home Huddles happening, but they also meet once per month for a full Youth Worship featuring the Praise Team, drama, and a powerful, youth friendly message from Pastor. Although there are 50 active high school students at King of Kings, they bring their friends and as the worship service is publicized, over 100 youth are in attendance every month. They have sponsored a mission project and work to provide service in the San Antonio community.

It is being said that the music ministry of King of Kings is the best church music ministry in North East San Antonio. Children and adults have wonderful opportunities to learn music, heritage, and the joy of working together to give God glory through the talents He has given. In addition to musical worship offerings, concerts are given to schools, local libraries, Rolling Oaks Mall and beyond. Connections are being made to coordinate with the Community Education Program of San Antonio so that people can receive actual credit for various musical classes.

The Undercroft has been transformed into a permanent large gathering area for the Fellowship Time between services. The kitchen now has a Starbuck’s feel as a sign above the serving counter says, *The King’s Kafé* in a fun, swirling style of writing. One finds not only the standard coffees, but various flavors and bagels in addition to the usual donuts. The tables and the new padded seated chairs are arranged to be conducive to conversations as well as providing a single large class that meets during the Bible Study Hour. There is even a sitting area with couches, end tables, and carpeting for a more intimate social opportunity. Here in this remodeled gathering place under the Sanctuary are displays of

the happenings of the church. If you want to know of various groups and their plans, it is very easy to find this information as it is all nicely organized and professional looking, not haphazardly arranged.

Even with these improvements, the need had risen to build a Family Life Center. This structure houses a full sized gym with a basketball court, weight room, and showers. It is surrounded by classrooms, a kitchen, a music/choir room, a youth room, and several rooms designated to the JOY ministry (Just Older Youth – senior ministry) of the church. These rooms are used for both children and adults on Sundays as well as serve our expanding ECDC and Kindergarten.

The main entrance to King of Kings is now off of Nacogdoches Road. This new entrance has become an invaluable asset to furthering their ministry. Not only has it allowed for more parking, but oh, what a beautiful entrance has been designed to greet thousands of drivers each week.

As the congregation has grown, so has the need to reach the surrounding communities. King of Kings is partnering with Word of Life Lutheran in Schertz to reach the Schertz, Cibolo and Garden Ridge areas. Furthermore, the church is reaching north into the Bulverde area with a satellite campus. King of Kings has recently called a second pastor to help serve the two sites along with Pastor Doria.

What an exciting time to be a part of the family of God at King of Kings as they are *“Living with Purpose to Expand God’s Kingdom, Worship the LORD and Strengthen His Family!”*


Key Vision Elements: In a clear and simple way our Key Vision Elements are the Critical Target areas of our Vision in which we must make significant impact in order to effectively obey God’s mission and vision for our congregation for the next 1 - 10 years.


1. **Trained and Inspired Laity**
 - A. Rejuvenation and motivation of Spiritual Gifts
 - B. Focus on involvement
2. **Expansion and Development of LIFE Groups**
 - A. Develop and expand inreach, outreach, ECDC, Super VBS and Life application Bible Study
3. **Foster Passionate Ownership of Mission Outreach**
 - A. Outreach targeted to Young Adults and Families
 - B. Outreach which connects with ECDC families in family and faith formation.


4. **Build Financial Support for Ministry and Upgraded Facilities**
 - A. Eliminate present indebtedness in 5 years


5. **Expanded and Enhanced Facilities for Ministries**
 - A. Improve hospitable and welcoming environment
 - B. Expand ECDC (double the capacity in 5 years)

Vision Elements Matrix

-  **Burden** – What is on the heart of King of Kings leaders and members that makes this so important?

-  **Impact** - What are the tangible results and changes we believe would occur if this Vision Element were genuinely addressed?

-  **Actions** – What concrete decisions and steps would first need to be taken for this Vision Element to occur

-  **Future Image/Condition** – What major change at King of Kings would we see in 3-5 years? It can be expressed graphically or verbally.

<u>Vision Elements Matrix</u>	Burden	Impact (results)	Actions Needed	Future Condition
Trained and Inspired Laity (rejuvenation & motivation of Spiritual Gifts; focus on involvement)	<ul style="list-style-type: none"> ▪ People don't know what to do ▪ lack of job descriptions ▪ What does a person have to contribute? ▪ resources and building ▪ understanding interfaces with other groups ▪ better buy-in (from watchers to workers) ▪ short-term projects ▪ set up a training program ▪ Biblical references for rejuvenation and motivation ▪ unenthusiastic participation ▪ poor delegation (distribution of labor) ▪ loss of knowledge out the door 	<ul style="list-style-type: none"> ▪ people would feel more comfortable in volunteering ▪ feeling empowered ▪ things would get done and done well ▪ better group coordination ▪ get things done outside of meetings ▪ short projects leading to feelings of success ▪ build on success ▪ less feelings of failure or lack of ability to try ▪ Stem the loss of skilled and caring people 	<ul style="list-style-type: none"> ▪ job descriptions template ▪ better use of congregational spiritual gifts surveys ▪ Template for training patterns ▪ Skills needed for positions matrix ▪ think outside the box for each board and ministry ▪ with Synod, network for examples ▪ mentoring program 	<ul style="list-style-type: none"> ▪ more involved laity ▪ updated current Spiritual Gifts data base ▪ easier board member transitions ▪ increased volunteerism ▪ completed job descriptions and training plans ▪ established data base of training resources ▪ easy incorporation of spiritual gifts of new members into data base ▪ easier assimilation into the church ▪ train the trainer program
Expansion and Development of LIFE Groups	<ul style="list-style-type: none"> ▪ Its important that everyone be connected to King of Kings through Life Groups ▪ Opportunity of service ▪ get to know and make friends with other members 	<ul style="list-style-type: none"> ▪ greater support for individuals ▪ increase family feeling ▪ growth in church family ▪ sense of belonging ▪ people would experience joyful service opportunities 	<ul style="list-style-type: none"> ▪ define Life Groups ▪ Develop pamphlet ▪ communication ▪ Groups (well planned, relevant, interesting to majority) ▪ Specific contacts for each group 	<ul style="list-style-type: none"> ▪ We will see 75% of membership involved in a Life Group ▪ More people will be involved and volunteer for projects ▪ Increase in involvement and volunteers
Foster Passionate Ownership of Mission Outreach	<ul style="list-style-type: none"> ▪ ultimate mission (Great Commission) ▪ We have a lot of young families in this area ▪ ECDC families, non-members ▪ Growing community that is unchurched ▪ we are not good at bringing friends ▪ we hesitate to share this great gift we have in Jesus 	<ul style="list-style-type: none"> ▪ Church would be full ▪ more people would be saved ▪ impact on community ▪ increase in spirituality of congregation 	<ul style="list-style-type: none"> ▪ Rename ECDC (eg. King of Kings Lutheran Church and School) ▪ need more training ▪ reaching out to inactive members ▪ social functions ▪ more Bible Study functions ▪ reach out to apartments in area ▪ more programs to reach ECDC families 	<ul style="list-style-type: none"> ▪ Outgrow current facility and planning on building new facility

	<ul style="list-style-type: none"> ▪ more members involved in ministry 			
Build Financial Support for Ministry and Upgraded Facilities	<ul style="list-style-type: none"> ▪ limits expansion and outreach ▪ impatience with status quo financially ▪ frustration with week-to-week financial living ▪ past issues with ECDC and congregation 	<ul style="list-style-type: none"> ▪ retire existing debt ▪ create one common goal between church and ECDC ▪ inspire members ▪ more flexibility to target mission areas ▪ explore future expansion 	<ul style="list-style-type: none"> ▪ determine debt amount ▪ plan debt retirement program ▪ get congregational approval ▪ 100% of members contacted ▪ build investment program ▪ get treasurer/create financial board ▪ consult Texas CEF 	<ul style="list-style-type: none"> ▪ present church loans paid off ▪ nest-egg for future building/savings plans ▪ expanded facilities/ministries ▪ X% increase in # of members giving ▪ improved sense of stewardship
Expanded and Enhanced Facilities for Ministries	<ul style="list-style-type: none"> ▪ make people (visitors) feel welcome ▪ inviting, eye appeal ▪ how to get congregation to "buy in to the idea?" (marketing plan) ▪ reluctant to spend money or to make changes 	<ul style="list-style-type: none"> ▪ increased membership ▪ increased involvement ▪ increased program (space for programs) 	<ul style="list-style-type: none"> ▪ commitment by congregation to budget funds for both expansion and enhancement ▪ make a dream list (no limits) ▪ prioritize list with phases for enhancements and expansion ▪ change attitude or mindset of congregation about importance of excellence to honor God in our facility (a seismic shift – in sensing <u>need</u> for updating and enhancing current facility) <p><u>From Vision 2010</u></p> <ul style="list-style-type: none"> ▪ 6-7 new classrooms ▪ gym ▪ new education building ▪ family life center ▪ 2nd kitchen ▪ Signs for rooms, events, directions/maps 	<ul style="list-style-type: none"> ▪ building and grounds draw people to K of K instead of having to make apologies for weaknesses of facilities (i.e. outdated décor, shabby paint, carpet, etc.)

S.W.O.T. Analysis – S-O; W-O; S-T; W-T

A S.W.O.T. analysis was done for each of the Five Key Vision elements. First a list of the Strengths, Weaknesses, Opportunities and Threats were identified. Then each Key Vision Element was analyzed through the following grid.

	<p>Strengths Positive characteristics and advantages of the issue, situation, or technique.</p>	<p>Weaknesses Negative characteristics and disadvantages of the issue, situation, or technique.</p>
<p>Opportunities Factors, situations that can benefit, enhance or improve the issue, situation, or technique.</p>	<p>S-O Analysis How can strengths be employed to take advantage of opportunities in regard to this issue?</p>	<p>W-O Analysis How can weaknesses be overcome to take advantage of opportunities in regard to this issue?</p>
<p>Threats Factors, situations that can hinder the issue, situation, or technique.</p>	<p>S-T Analysis How can strengths be used to counteract threats that tend to hinder achievement of objectives and pursuit of opportunities?</p>	<p>W-T Analysis How can weaknesses be overcome to counteract threats that tend to hinder achievement of objectives and pursuit of opportunities?</p>

S.W.O.T. Analysis: Trained and Inspired Laity

Internal Strengths – Willing participants; core group recognized need; People are used to training in their secular lives; potential mentors; Fellowship/willingness to work together; Structure to support training; Bible Study/Prayer Chain;

Internal Weaknesses – Lack of Commitment; Lack of space; Board membership transition; Lack of follow-up training; Lack of Knowledge transfer from leader to leader; No formalized training; Lack of understanding of support structure; Status vs. Service; Poor administrative resources

External Opportunities – Lots of training resources available; Community/Church growth; Emphasis on teamwork in secular world helps readiness; New members/New ideas/New energy; Retreats/Rejuvenation/Resources

External Threats – Time constraints; family commitments; secular commitments; low expectation churches in our area

<p align="center"><u>Trained and Inspired Laity</u></p>	<p>Strengths Positive characteristics and advantages of the issue, situation, or technique.</p>	<p>Weaknesses Negative characteristics and disadvantages of the issue, situation, or technique.</p>
<p>Opportunities Factors, situations that can benefit, enhance or improve the issue, situation, or technique.</p>	<p>S-O Analysis</p> <ul style="list-style-type: none"> ✍ Willing participants using training models from secular world ✍ Willing participants keying on the emphasis on teamwork and training in the secular world ✍ Structure to support training available, helping new members with new energy and ideas ✍ Mentors working with training teams and training resources ✍ Bible Study and prayer chains taking advantage of Retreats and rejuvenation 	<p>W-O Analysis</p> <ul style="list-style-type: none"> ✍ Training resources can be developed to address problem of knowledge transfer ✍ Emphasis on teamwork and training in the work place can address the weakness of lack of current formalized training for ministries of the church ✍ New members with new energy and ideas can be attracted to ministries which currently suffer from lack of commitment especially in Board transition times
<p>Threats Factors, situations that can hinder the issue, situation, or technique.</p>	<p>S-T Analysis</p> <ul style="list-style-type: none"> ✍ Mentors and a training team can address low expectations ✍ Bible Study and Prayer chains which currently exist can address the time constraints (family/secular) 	<p>W-T Analysis</p> <ul style="list-style-type: none"> ✍ Board member transitions and training can be developed so that they are so outstanding that people will make time for them despite time constraints

S.W.O.T. Analysis: Expansion and Development of LIFE Groups

Internal Strengths – Some groups in place; New Ministry Facilitator (Jeff); Enrollment increases in Bible studies; Core of active members

Internal Weaknesses – Lack of commitment; Lack of consistent communication and or follow-through; lack of time

External Opportunities – People searching for truth; Utilizing networking opportunities; Community outreach; Provide valuable Bible studies

External Threats – Removal of signage; Disruptive behavior by neighbors; Lack of interest; Attack on Christianity is vocal in the U.S.

<p style="text-align: center;"><u>Expansion and Development of LIFE Groups</u></p>	<p>Strengths Positive characteristics and advantages of the issue, situation, or technique.</p>	<p>Weaknesses Negative characteristics and disadvantages of the issue, situation, or technique.</p>
<p>Opportunities Factors, situations that can benefit, enhance or improve the issue, situation, or technique.</p>	<p>S-O Analysis</p> <ul style="list-style-type: none"> ✍ Challenge groups to invite others to join their group ✍ Have a member speak in church about their group ✍ Give guests a friendship teacup and follow with a phone call 	<p>W-O Analysis</p> <ul style="list-style-type: none"> ✍ Prayer ✍ Become inviters ✍ Encourage ✍ One small job to not overwhelm someone ✍ Bring a member with you
<p>Threats Factors, situations that can hinder the issue, situation, or technique.</p>	<p>S-T Analysis</p> <ul style="list-style-type: none"> ✍ Find new spot for sign ✍ Find suitable alternates for the kids that are disruptive 	<p>W-T Analysis</p> <ul style="list-style-type: none"> ✍ Make time to work with kids in the apartments on a special project ✍ Promote groups with passion and enthusiasm ✍ Unite with others in prayer and live the Christian life ✍ Read the Bible







S.W.O.T. Analysis: Foster Passionate Ownership of Mission Outreach

Internal Strengths – Truth of scriptures; pool of ECDC families; Youth/Young families increasing; Willing learners; Diverse worship styles; staff

Internal Weaknesses – No sustained outreach program; Limited follow-up on guests and visitors; No strong leadership in the area of Missions and Evangelism

External Opportunities – New neighborhoods going up; turnover in existing neighborhoods; Plenty of unchurched people to reach

External Threats – Location; Social Events and Entertainment opportunities; Self-absorbed society; Pleasure seeking

<p align="center"><u>Foster Passionate Ownership of Mission Outreach</u></p>	<p>Strengths Positive characteristics and advantages of the issue, situation, or technique.</p>	<p>Weaknesses Negative characteristics and disadvantages of the issue, situation, or technique.</p>
<p>Opportunities Factors, situations that can benefit, enhance or improve the issue, situation, or technique.</p>	<p>S-O Analysis</p> <ul style="list-style-type: none">  Advertising worship opportunities  Congregation can begin serving ECDC families 	<p>W-O Analysis</p> <ul style="list-style-type: none">  Moving toward a trained, energetic and enthusiastic board
<p>Threats Factors, situations that can hinder the issue, situation, or technique.</p>	<p>S-T Analysis</p> <ul style="list-style-type: none">  Using Scriptures to combat world issues  Equipping and training of the saints in the fallen world 	<p>W-T Analysis</p> <ul style="list-style-type: none">  Equipped leaders and established program

S.W.O.T. Analysis: Build Financial Support for Ministry and Upgraded Facilities

Internal Strengths – Members respond to specific projects; Members who will lead, if they buy in to project; fiscally responsible members; improving condition of church financial records; improvement of relationships between church and ECDC

Internal Weaknesses – Members need clear goals to respond; lack of communication; older facilities needing upkeep; large unforeseen expenses; no “major benefactors”; members may tune out calls for \$\$; old debt

External Opportunities – Good relationship with Texas CEF; housing developments bringing families to the area; community service

External Threats – Decline in economy; secularization of culture; other demands on members' resources

<p><u>Build Financial Support for Ministry and Upgraded Facilities</u></p>	<p>Strengths Positive characteristics and advantages of the issue, situation, or technique.</p>	<p>Weaknesses Negative characteristics and disadvantages of the issue, situation, or technique.</p>
<p>Opportunities Factors, situations that can benefit, enhance or improve the issue, situation, or technique.</p>	<p>S-O Analysis</p> <ul style="list-style-type: none"> ✎ Identify list of projects that will inspire members ✎ Set goals to eliminate existing debt-develop project that will inspire members ✎ Develop programs with ECDC to raise funds 	<p>W-O Analysis</p> <ul style="list-style-type: none"> ✎ Communicate with members to seek their opinions on projects that would inspire them ✎ Restructure debt
<p>Threats Factors, situations that can hinder the issue, situation, or technique.</p>	<p>S-T Analysis</p> <ul style="list-style-type: none"> ✎ Have members share experiences to inspire giving ✎ improved records allow better handle on financial status 	<p>W-T Analysis</p> <ul style="list-style-type: none"> ✎ Increase communication of financial status ✎ develop financial goals that members buty into so that giving is a priority

S.W.O.T. Analysis: Expanded and Enhanced Facilities for Ministry

Internal Strengths – Group of people who believe it is important; Increased membership; Involvement opportunities build awareness; Jim Baumgartner

Internal Weaknesses – Congregation to agree on priorities; Limited growth due to space; Resistance to change; Limited Finances; Lack of “eye appeal”; Crisis management means we sometimes limp along

External Opportunities – Growing communities; Family ministry opportunities; Economy growing

External Threats – Crime and troubled areas around us; Interest rates are rising; Area churches have more modern facilities; Limited space for growth and expansion

<p><u>Expanded and Enhanced Facilities for Ministry</u></p>	<p>Strengths Positive characteristics and advantages of the issue, situation, or technique.</p>	<p>Weaknesses Negative characteristics and disadvantages of the issue, situation, or technique.</p>
<p>Opportunities Factors, situations that can benefit, enhance or improve the issue, situation, or technique.</p>	<p>S-O Analysis</p> <ul style="list-style-type: none"> ✍ Through increased membership and growing economy, potential giving increases ✍ Variety of involvement opportunities allow anyone to become involved – leads to increased membership – more giving to enhance facilities 	<p>W-O Analysis</p> <ul style="list-style-type: none"> ✍ Improve internal communication – build awareness (voter’s meetings, phone tree, email) ✍ Increased “eye appeal” draws people in – gives us the opportunity to welcome potential new members (limits negative snap judgements about us by guests)
<p>Threats Factors, situations that can hinder the issue, situation, or technique.</p>	<p>S-T Analysis</p> <ul style="list-style-type: none"> ✍ Outreach programs within community foster safer environment (e.g. National Night Out, VBS, Trunk and Treat) ✍ Community takes ownership recognizing importance so vandalism is reduced ✍ Core Group partners with area churches to look at best practices 	<p>W-T Analysis</p> <ul style="list-style-type: none"> ✍ Increase “eye appeal” by sprucing things up – will help draw visitors leading to increased members <p>10. Develop short, medium, and long term facility upgrade and building plan to combat internal weaknesses and external threats.</p>



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Action Plans Worksheet

Trained and Inspired Laity Current Ministry Enhancements To Implement our Key Vision Element

Recommendations of how currently existing ministries could be enhanced to advance our Key Vision Element with recommended dates, staffing and anticipated financial resources needed for implementation

A. Review Constitution/By-Laws ensuring proper structure, duties, and responsibilities; identify review cycle.

Dates for implementation: Oct 07
 Staff or Lay Leadership needed: Church Council
 Financial Resources: None

B. Develop and implement an updated spiritual gifts survey; identify gifts and time/talents most suited to a particular position or ministry.

Dates for implementation: Sep 07
 Staff or Lay Leadership needed: Board of Stewardship with input from all officers/boards
 Financial Resources: None

C. Revise nomination process using ministry descriptions, spiritual gifts, and time/talents.

Dates for implementation: Mar 08
 Staff or Lay Leadership needed: Church Council; Ministry Facilitator
 Financial Resources: None

D. Develop process to track spiritual gifts and time/talents.

Dates for implementation: Sep 07
 Staff or Lay Leadership needed: Board of Stewardship and Church Office
 Financial Resources: None

E. Develop process to publize ministry opportunities through nominating process, ministry fairs, or personal contact.

Dates for implementation: Apr 08
 Staff or Lay Leadership needed: Stewardship Board
 Financial Resources: Minimal

SMART PLANS: Specific Measurable Action Oriented Realistic Timed

Key Vision Elements - Action Teams

-  **Trained and Inspired Laity**
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Action Plans Worksheet

Trained and Inspired Laity New Ministry Initiatives To Implement our Key Vision Element

Recommendations for New Ministry Initiatives to advance our Key Vision Element with recommended dates, staffing and anticipated financial resources needed for implementation

A. Create template and build ministry descriptions for officers, boards, members, and serving opportunities.

Dates for implementation: Mar 08
 Staff or Lay Leadership needed: Officers, Board Chairman, and Ministry Facilitator
 Financial Resources: None

B. Develop initial and recurring training programs for council, boards, and ministry areas.

Dates for implementation: Jul 08
 Staff or Lay Leadership needed: Council, Board Chairman, Ministry Leaders, Ministry Facilitator
 Financial Resources: TBD based on training concepts

C. Develop mentoring program.

Dates for implementation: Apr 08
 Staff or Lay Leadership needed: Council, Board Chairman, Ministry Leaders, Ministry Facilitator
 Financial Resources: TBD based on training concepts

D. Develop strategies and opportunities to recognize servants.

Dates for implementation: Aug 07
 Staff or Lay Leadership needed: Church Council and Pastor Doria
 Financial Resources: TBD based on recognition event

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Action Plans Worksheet

Expansion and Development of LIFE Groups New Ministry Initiatives To Implement our Key Vision Element

Recommendations of how currently existing ministries could be enhanced to advance our Key Vision Element with recommended dates, staffing and anticipated financial resources needed for implementation

Food for the Soul – Home Huddle Rally: Reactivate home huddles with a one-time group bible study to kick start the program. Those interested could meet in groups of 8 or so to simultaneously discuss the same subject. The study would conclude with all the groups coming together again at a social event or luncheon.

Dates for implementation: Sep 07

Staff or Lay Leadership needed: Education/Fellowship Board appoint a Committee Chairman

Financial Resources: Materials for Studies

Expansion and Development of LIFE Groups

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Action Plans Worksheet

New Ministry Initiatives To Implement our Key Vision Element

Recommendations for New Ministry Initiatives to advance our Key Vision Element with recommended dates, staffing and anticipated financial resources needed for implementation

A. Food for the Body – Monthly Dinners Out (Coordinate adult dinners out at least once a month. Choose restaurants that allow reservations for multiple couples. Couples would be committed to the event and different groups could be the focus for each particular month.)

Dates for implementation: Apr 07 (12 times a year)
 Staff or Lay Leadership needed: Fellowship Board; Coordinator
 Financial Resources: Everyone pays their own.

B. Food for the Mind – Day Trips (Trips could include museums, visits to Fredericksburg, shopping, etc. and could focus on various demographics (singles, young couples, seniors, etc.)

Dates for implementation: Apr 07 (4-6 times a year)
 Staff or Lay Leadership needed: Fellowship
 Financial Resources: Everyone pays their own.

C. Food for the Mind – Speakers/classes of interest (Christian topics or general subjects for everyday life)

Dates for implementation: Jul 07 (4 times a year)
 Staff or Lay Leadership needed: Board of Education
 Financial Resources: Nominal for speaker's fees or materials

D. Food for the Soul – Daytime or Early Evening Bible Studies

Dates for implementation: Apr 07
 Staff or Lay Leadership needed: Board of Education; Class Leaders
 Financial Resources: Materials for studies

E. Food for the Human Spirit – Service to Others (Reach out to our community by thanking those giving service to us (e.g., police, fire department, military, etc.)

Dates for implementation: Apr 07
 Staff or Lay Leadership needed: Outreach Board; Fellowship Board; Board of Human Care
 Financial Resources: As determined by each event

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Action Plans Worksheet

Foster Passionate Ownership of Mission Outreach Current Ministry Enhancements To Implement our Key Vision Element

Recommendations of how currently existing ministries could be enhanced to advance our Key Vision Element with recommended dates, staffing and anticipated financial resources needed for implementation

A. Institute a "mission minute" in worship services to educate and motivate members to take ownership of mission outreach.

Dates for implementation: Jan 07
 Staff or Lay Leadership needed: Board of Outreach
 Financial Resources: None

B. Conduct a monthly event to reach out to the parents of ECDC children.

Dates for implementation: Sep 07
 Staff or Lay Leadership needed: ECDC Staff and Board of Outreach
 Financial Resources: \$100 per event for materials

C. Develop and implement strategies to publicize ministry programs, opportunities, and outreach events internally and externally using internet, radio, print, neighborhood newsletters, personal invitations, etc.

Dates for implementation: Jan 08
 Staff or Lay Leadership needed: Board of Outreach, Ministry Facilitator
 Financial Resources: No additional funds outside established work plan

D. Solidify and formalize our Greeter Program.

Dates for implementation: Sep 07
 Staff or Lay Leadership needed: Board of Outreach; Church Office; Greeters
 Financial Resources: Minimal

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Action Plans Worksheet

Foster Passionate Ownership of Mission Outreach New Ministry Initiatives To Implement our Key Vision Element

Recommendations for New Ministry Initiatives to advance our Key Vision Element with recommended dates, staffing and anticipated financial resources needed for implementation

A. Conduct an international mission exchange.

Dates for implementation: Jun 10

Staff or Lay Leadership needed: Board of Education, Board, of Stewardship, Board of Outreach

Financial Resources: TBD based on exact mission project and location.

B. Conduct an annual off-campus mission project in the local area.

Dates for implementation: Jul 2007

Staff or Lay Leadership needed: Board of Outreach, Board of Education, Volunteers

Financial Resources: \$1000

C. Link with an existing mission (e.g., LBT); use it as a learning tool to develop our own project team.

Dates for implementation: Jun 08

Staff or Lay Leadership needed: Board of Outreach

Financial Resources: Minimal but may require funds for the mission project.

D. Develop a "mission education" curriculum; institutionalize "Outreach Discipleship" as formal part of our education program.

Dates for implementation: Jun 08

Staff or Lay Leadership needed: Board of Education; Board of Outreach

Financial Resources: \$500 for course materials and printing

E. Offer "English as a Second Language" course to the public.


Dates for implementation: Sep 08

Staff or Lay Leadership needed: Board of Education; Board of Outreach; Volunteer instructors

Financial Resources: \$500 per class for materials

SMART PLANS: Specific Measurable Action Oriented Realistic Timed

Key Vision Elements - Action Teams

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Action Plans Worksheet

Build Financial Support for Ministry and Upgraded Facilities Current Ministry Enhancements To Implement our Key Vision Element

Recommendations of how currently existing ministries could be enhanced to advance our Key Vision Element with recommended dates, staffing and anticipated financial resources needed for implementation

A. Encourage/reinforce Passionate Spirituality.

Dates for implementation: Jul 07

Staff or Lay Leadership needed: Pastor, Elders, Board of Stewardship, and Board of Outreach

Financial Resources: \$200 for materials

B. Educate and renew emphasis on pledge/commitment program.

Dates for implementation: Nov 07

Staff or Lay Leadership needed: Pastor, Elders, Board of Stewardship

Financial Resources: \$75 for materials

C. Develop/implement strategies where congregation receives matching funds from Thrivent/corporations

Dates for implementation: Jun 07

Staff or Lay Leadership needed: Board of Stewardship, Ministry Facilitator

Financial Resources: Minimal

D. Adult/youth Bible classes focused on stewardship

Dates for implementation: Sep 07

Staff or Lay Leadership needed: Board of Education

Financial Resources: \$300 for education materials

E. Standardize program for development of annual work plan; train Council/Boards


Dates for implementation: Oct 07

Staff or Lay Leadership needed: Vice President, Treasurer, Ministry Facilitator

Financial Resources: Minimal for administrative supplies

SMART PLANS: Specific Measurable Action Oriented Realistic Timed

Key Vision Elements - Action Teams

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Action Plans Worksheet

F. Increase publicity for the CEF investment program and Tracky Stamps

Dates for implementation: Jun 07

Staff or Lay Leadership needed: Board of Stewardship; Additional CEF Volunteers

Financial Resources: Minimal for administrative supplies

G. Begin special fundraising drive to pay off remainder of expansion/parking lot loan


Dates for implementation: Apr 07

Staff or Lay Leadership needed: Special Committee

Financial Resources: Minimal for supplies

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Action Plans Worksheet

Build Financial Support for Ministry and Upgraded Facilities New Ministry Initiatives To Implement our Key Vision Element

Recommendations for New Ministry Initiatives to advance our Key Vision Element with recommended dates, staffing and anticipated financial resources needed for implementation

A. Develop "tool kit" of practical ideas for fundraisers

Dates for implementation: Jul 07

Staff or Lay Leadership needed: Board of Stewardship; Ministry Facilitator

Financial Resources: Minimal for administrative supplies

B. Financial Management Classes/Financial Management Home Huddle

Dates for implementation: Jun 08

Staff or Lay Leadership needed: Board of Stewardship; Board of Education, Instructors

Financial Resources: Varies based on type of materials and method of instruction

C. Financial Advisory Committee

Dates for implementation: Jan 08

Staff or Lay Leadership needed: Constitution Review Committee; Executive Officers

Financial Resources: Minimal

D. Implement SCRIP Program

Dates for implementation: Jan 07

Staff or Lay Leadership needed: Ministry Facilitator; SCRIP Coordinator; SCRIP Administrators (2)

Financial Resources: \$130 for software; \$3,800 for seed money

E. Develop program with education to pursue contributions of tangible gifts (e.g., stock, vehicles, etc.)


Dates for implementation: Jul 08

Staff or Lay Leadership needed: Treasurer, Financial Secretary, Ministry Facilitator

Financial Resources: Minimal for publicity purposes

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F. Research/integrate requests for grants; consider hiring grant researcher/writer

Dates for implementation: Jul 08

Staff or Lay Leadership needed: Elders, Church Council, Board of Stewardship, Ministry Facilitator

Financial Resources: If needed, salary for grant researcher/writer

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Action Plans Worksheet

Expanded and Enhanced Facilities for Ministry Current Ministry Enhancements To Implement our Key Vision Element

Recommendations of how currently existing ministries could be enhanced to advance our Key Vision Element with recommended dates, staffing and anticipated financial resources needed for implementation

A. Conduct a comprehensive inspection of all facilities by a professional inspector.

Dates for implementation: Apr 07

Staff or Lay Leadership needed: Ministry Facilitator, Trustees

Financial Resources: \$500 for inspector

B. Conduct quarterly inspection of facilities for repairs, safety, and security

Dates for implementation: Jul 07

Staff or Lay Leadership needed: Trustees, Ministry Facilitator

Financial Resources: None

C. Develop recurring maintenance plan including notional timelines for replacement/enhancement of facility equipment, fixtures, paint, tile, carpet, etc.

Dates for implementation: Jul 07

Staff or Lay Leadership needed: Trustees/Ministry Facilitator

Financial Resources: None

D. Resurrect the Long Range Planning Committee identified in the Constitution

Dates for implementation: Jan 08

Staff or Lay Leadership needed: Vice President and Committee Members

Financial Resources: None

E. Establish and implement project schedule to complete repairs/enhancements identified by Action Team.


Dates for implementation: Jul 07

Staff or Lay Leadership needed: Trustees, Ministry Facilitator

Financial Resources: As required by repair item; see cost schedule.

SMART PLANS: Specific Measurable Action Oriented Realistic Timed

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Action Plans Worksheet

F. Evaluate storage areas and assign locations to boards and groups based on need.

Dates for implementation: Apr 07

Staff or Lay Leadership needed: Trustees, Ministry Facilitator, Church Council

Financial Resources: None.

G. Evaluate individual access to campus facilities and develop access policy including access to keys, security codes, and time of access.

Dates for implementation: Jan 08

Staff or Lay Leadership needed: Trustees, Ministry Facilitator, Church Council

Financial Resources: As required to rekey locks and or modify alarm system.

Expanded and Enhanced Facilities for Ministry

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New Ministry Initiatives To Implement our Key Vision Element

Recommendations for New Ministry Initiatives to advance our Key Vision Element with recommended dates, staffing and anticipated financial resources needed for implementation

A. Review worship, ministry programs, and financial status to determine need for building expansion. If required, establish Building Committee to collect requirements.

Dates for implementation: Jun 10
 Staff or Lay Leadership needed: Long Range Planning Committee; Church Council
 Financial Resources: None

B. Solicit vote from congregation on Building Expansion

Dates for implementation: Oct 10
 Staff or Lay Leadership needed: President, Building Committee
 Financial Resources: None

C. Initiate design of new building.

Dates for implementation: Oct 10 – Jul 11
 Staff or Lay Leadership needed: Building Committee
 Financial Resources: \$\$\$\$\$\$\$\$\$\$\$\$\$\$\$\$\$






D. Conduct capital fundraising program

Dates for implementation: Jan – Jul 11
 Staff or Lay Leadership needed: Building Committee, Church Council, Board of Stewardship
 Financial Resources: \$2,000 for program expenses

E. Initiate construction of new building.

Dates for implementation: Jul 11 – Sep 12
 Staff or Lay Leadership needed: Building Committee
 Financial Resources: \$\$\$\$\$\$\$\$\$\$\$\$\$\$\$\$\$

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King of Kings Lutheran Church
Strategic Planning Summary
Implementation Timeline

Phase 1: “Ponder Anew What the Almighty Can Do!”

Scrip Program	Jan-07
Mission Minutes	Jan-07
Fund drive to pay off expansion/parking lot loans	Apr-07
Professional facility inspection	Apr-07
Spring cleaning/assign storage areas	Apr-07
Monthly Adult Fellowship Dinners	Apr-07
Day Trips (bi-monthly)	Apr-07
Daytime or Early Evening Bible Studies	Apr-07
Service to Others	Apr-07
Develop strategy for corporation matching funds	Jun-07
Increase publicity for CEF investments/Tracky Stamps	Jun-07
Perform quarterly inspection of facilities	Jul-07
Recurring maintenance plan	Jul-07
Repair/renovation project schedule	Jul-07
Encourage Passionate Spirituality	Jul-07
Develop toolkit for practical fundraisers	Jul-07
Off-campus mission project	Jul-07
Speakers/classes of interest (quarterly)	Jul-07
Develop opportunities to recognize servants	Aug-07
Adult/youth stewardship education	Sep-07
Update Spiritual Gifts survey; identify gifts to ministry area	Sep-07
Track Spiritual Gifts & Time/Talents	Sep-07
Monthly event to reach ECDC Families	Sep-07
Formalize Greeter Program	Sep-07
Home Huddle Rally and Small Group Study	Sep-07
Formalize program for developing work plan	Oct-07
Constitutional Review	Oct-07
Pledge/commitment program	Nov-07
Evaluate campus access and develop access policy	Jan-08

Phase II: “Take My Life!”

Financial Advisory Committee	Jan-08
Publicity strategy	Jan-08
Long Range Planning Committee	Jan-08
Revise Nomination Process	Mar-08
Build ministry descriptions	Mar-08
Publicize ministry opportunities	Apr-08
Develop mentoring program	Apr-08
Develop initial/recurring training programs	Jun-08
Financial Management classes/Home Huddle	Jun-08

Phase III: “Here I Am, Lord!”

Join existing local mission project	Jun-08
Mission education curriculum	Jun-08
Donation of tangible gifts/endowment fund	Jul-08
Requests for grants; hiring grant writer	Jul-08
Offer English as a second language	Sep-08
Conduct international mission exchange	Jun-10

Phase IV: “Building on the Strong Foundation”

Determine need for building expansion	Jun-10
Vote on Building Expansion	Oct-10
Initiate design of new facilities	Jul-11
Conduct capital fundraising program	Jul-11
Building construction	Sep-12